

BIC Q1 2026 Net Sales Presentation

April 29, 2026



Disclaimer

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 main risks that could impact BIC appears in the chapter “Risk Factors and Management” of BIC’s 2025 Universal Registration Document filed with the French financial markets authority (“AMF”) on March 26, 2026.



Key Takeaways

Rob Versloot
Chief Executive Officer



First Quarter 2026 Key Takeaways

- Q1 net sales organic growth of **+1.6% in line with expectations**, driven by **all categories and key regions**
- **Continued improvement in the US** driven by Stationery and Lighters
- **Tangle Teezer growing double digits** driven by strong commercial execution in Europe and the US
- Challenging performance **in Middle East and Africa** due to the unstable context in the region
- **Group transformation initiated** in a key transitional year, **new strategic plan** to be unveiled in September 2026



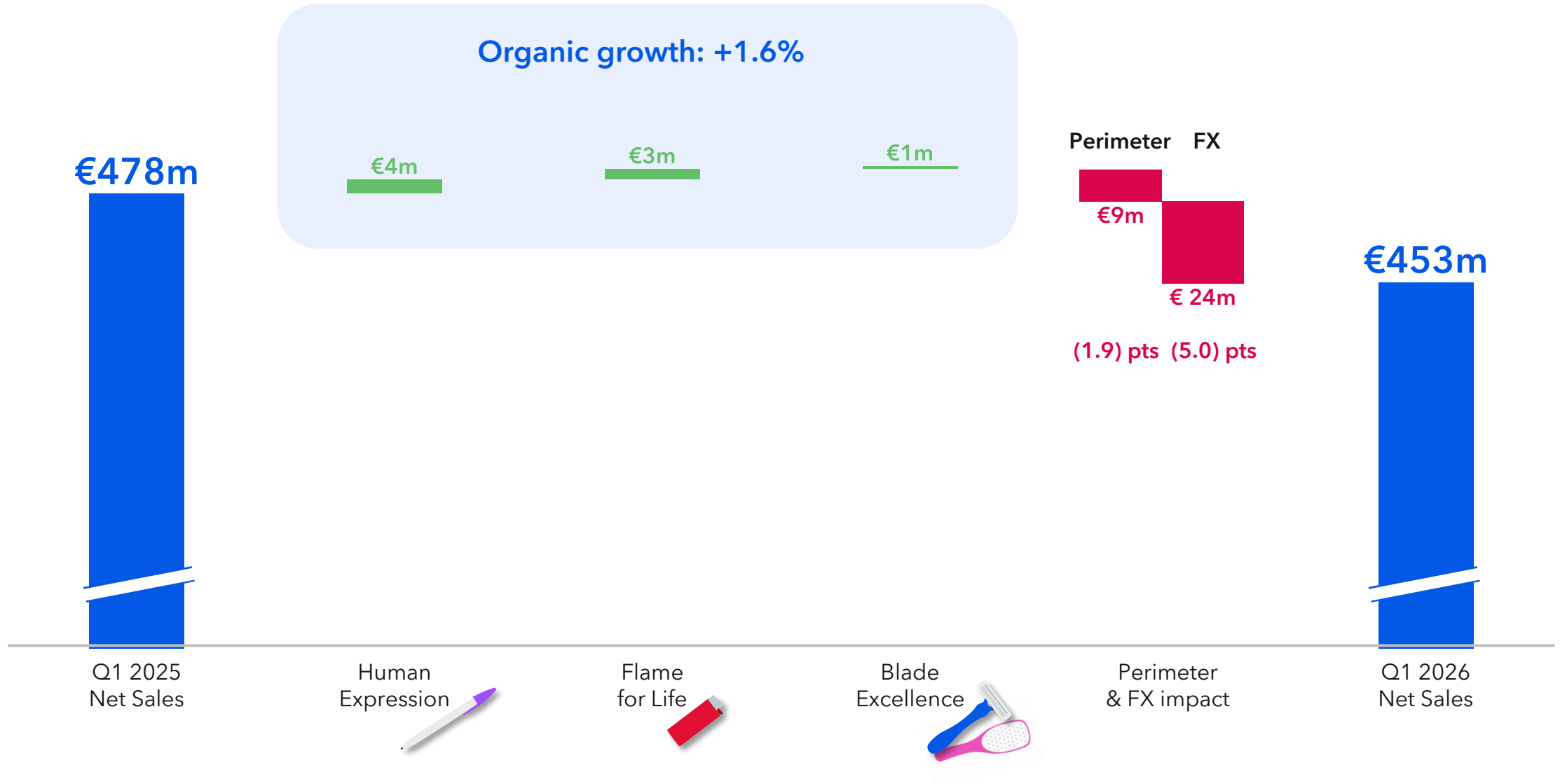


Net Sales Performance

Grégory Lambertie
Chief Financial and Digital Officer



Q1 2026 Net Sales Evolution



Q1 2026 Performance - Human Expression



Q1
2026

€141m
Net Sales

+3.0%
Organic growth

North America
Strong growth
fueled by
distribution gains
and e-commerce

Latin America
Slight growth overall with
**softness in Mexico and
Brazil** in a challenging
competitive environment

Europe
Solid **commercial
execution** in France and
Spain driven by the iconic
4-Color pen, offset by
weaker performance in
other countries

Middle East and Africa
Tough situation in the
Middle East and poor
performance in Nigeria and
South Africa



Q1 2026 Performance - Flame For Life

North America

Slight growth with improvement in the convenience channel, fueled by pocket lighters

Europe

Flat performance with strong **execution** and **distribution gains** in France and Eastern Europe

Latin America

Solid growth particularly in Brazil and Mexico

Middle East and Africa

Strong growth in **Africa** partly offset by challenging situation in the **Middle East**



Q1
2026

€165m
Net Sales

+1.7%
Organic growth



Q1 2026 Performance - Blade Excellence



Q1
2026

€139m
Net Sales¹

+0.6%
Organic growth¹

¹ Including Tangle Teezer

Europe

Strong growth in shavers across **Eastern** and **Western Europe**, as well as from **Tangle Teezer**

Latin America

Continued success of BIC's **trade-up strategy** in Brazil and Mexico

North America

Challenging competitive environment in shavers, robust performance of **Tangle Teezer**

Middle East and Africa

Net sales decline due to the situation in the **Middle East**



Q1 2026 Performance - Tangle Teezer

Growth fueled by all key markets including **Europe** and the **US**

Solid performance **in e-commerce** with strengthened partnerships

Robust execution on key products in the **core and premium detangling ranges**

Market share gains in the US consolidating further the #3 position in the category

+13%
Organic growth



2026 Outlook confirmed

In this year of transition and as BIC's renewed leadership team prepares its strategic plan, which will be presented in September, BIC continues to anticipate, under current assumptions:

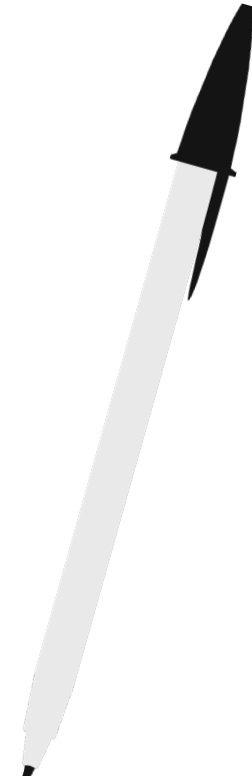
Improving
organic net
sales trends

A slight
expansion in
adjusted EBIT
margin

Stable Free
Cash Flow



Appendix



Q1 2026 Net Sales Breakdown

By Division



Human Expression 31%



Flame for Life 36%

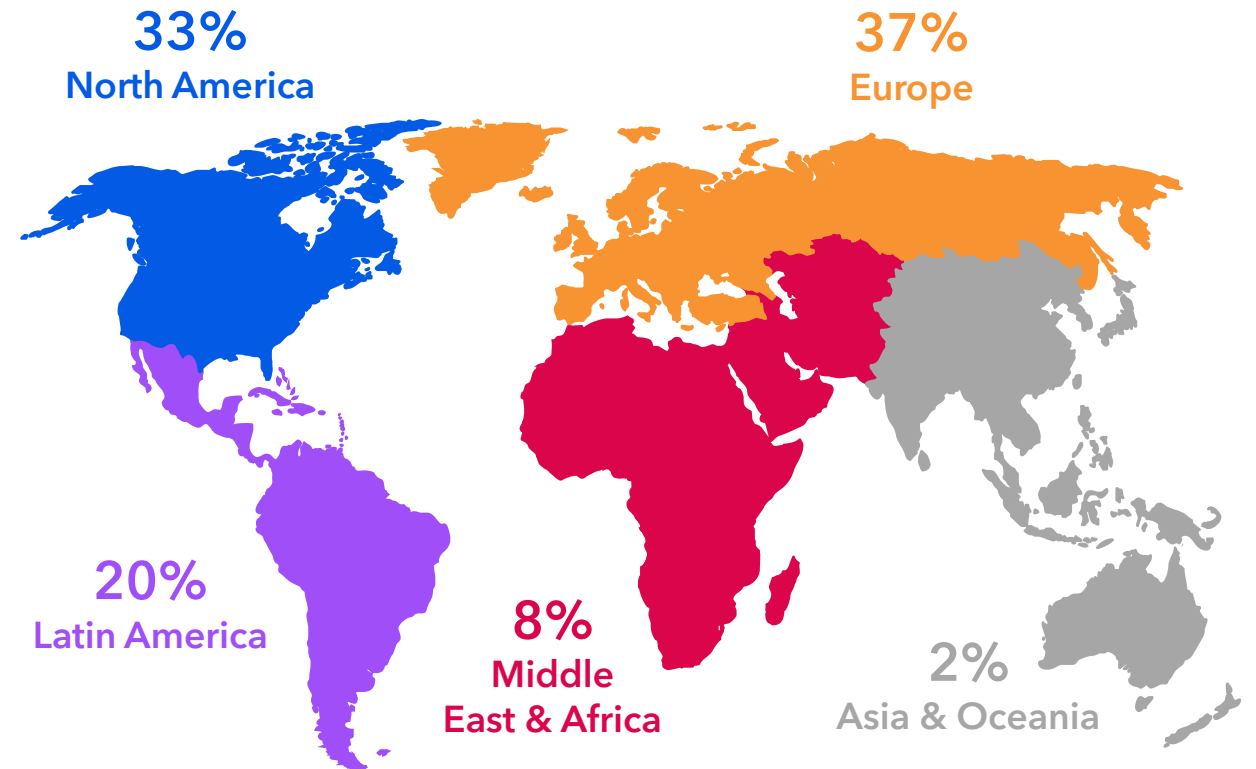


Blade Excellence 31%



Other products 2%

By Geography



Q1 2026 Net Sales

Main Exchange Rate Evolution vs Euro

	% of net sales	Average rates		% change	
		Q1 2025	Q1 2026		
US Dollar	34%	1.05	1.17	(10.1) %	
Brazilian Real	10%	6.16	6.16	+0.0%	
British Pound	6%	0.84	0.87	(3.8) %	
Mexican Peso	5%	21.50	20.54	+4.7%	
Canadian Dollar	2%	1.51	1.60	(5.9) %	
Australian Dollar	2%	1.68	1.68	(0.4) %	
Argentine Peso ¹	2%	1,155.82	1,580.13	(26.9) %	
South African Zar	1%	19.45	19.12	+1.8%	
Nigerian Naira	1%	1,652.18	1,639.09	+0.8%	
Non-Euro European countries:					
		Russian Ruble	98.51	91.88	+7.2%
		Polish Zloty	4.20	4.23	(0.8) %
		Turkish Lira	38.21	51.17	(25.3) %

¹ Exchange rate at the end of period for ARS as we apply IAS 29 ("Hyperinflation accounting") for Argentina



Group Figures

<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26
Net Sales	478	598	1,077	519	495	2,090	453
<i>Reported growth</i>	(8.3) %	(3.1) %	(5.5) %	(3.9) %	(4.4) %	(4.8) %	(5.3) %
<i>Organic growth</i> ¹	(10.9) %	(2.7) %	(6.4) %	(3.3) %	(2.3) %	(4.7) %	+1.6%
<i>Growth at constant currency</i> ¹	(7.0) %	+1.4%	(2.4) %	+0.3%	+1.1%	(0.9) %	(0.3) %

¹ See glossary in appendix

Group Quarterly Figures by Geography

<i>in million euros</i>	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26
Europe						
Net Sales	168	226	183	158	736	168
Reported growth	+4.7%	+6.6%	+4.6%	+5.7%	+5.5%	+0.0%
Organic growth ¹	(3.5) %	(0.2) %	(0.9) %	(2.4) %	(1.6) %	+1.5%
Growth at constant currency ¹	+4.7%	+6.8%	+5.6%	+6.5%	+6.0%	+1.4%
North America						
Net Sales	167	218	185	180	750	151
Reported growth	(12.5) %	(6.7) %	(6.6) %	(8.1) %	(8.4) %	(9.2) %
Organic growth ¹	(18.7) %	(7.2) %	(4.3) %	(5.2) %	(8.7) %	+1.6%
Growth at constant currency ¹	(14.8) %	(2.7) %	(0.4) %	+0.3%	(4.2) %	+0.7%
Latin America						
Net Sales	87	92	91	95	365	89
Reported growth	(21.0) %	(14.3) %	(8.7) %	(11.5) %	(14.0) %	+1.8%
Organic growth ¹	(10.2) %	+0.1%	(2.9) %	(4.4) %	(4.4) %	+5.3%
Growth at constant currency ¹	(10.2) %	+0.1%	(2.9) %	(4.5) %	(4.4) %	+5.3%
Middle East and Africa						
Net Sales	38	42	42	44	166	35
Reported growth	(5.0) %	+2.6%	(7.0) %	+20.4%	+2.0%	(8.6) %
Organic growth ¹	(7.6) %	+6.2%	(4.8) %	+25.0%	+3.9%	(4.9) %
Growth at constant currency ¹	(7.6) %	+6.2%	(4.8) %	+25.0%	+3.9%	(4.9) %
Asia & Oceania						
Net Sales	18	20	18	17	73	10
Reported growth	(8.2) %	(14.5) %	(19.7) %	(37.7) %	(21.3) %	(45.4) %
Organic growth ¹	(7.0) %	(8.6) %	(11.9) %	(12.1) %	(10.0) %	(2.0) %
Growth at constant currency ¹	(7.0) %	(8.6) %	(11.9) %	(31.3) %	(15.8) %	(43.8) %

¹ See glossary in appendix



Human Expression



<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26
Net Sales	153	253	406	192	138	736	141
Reported growth	(11.9) %	(9.3) %	(10.3) %	(4.0) %	(14.7) %	(9.6) %	(7.7) %
Organic growth ¹	(10.5) %	(6.1) %	(7.8) %	(0.5) %	(5.8) %	(5.6) %	+3.0%
Growth at constant currency ¹	(10.5) %	(6.1) %	(7.8) %	(0.5) %	(9.3) %	(6.3) %	(3.2) %

¹ See glossary in appendix



Flame For Life

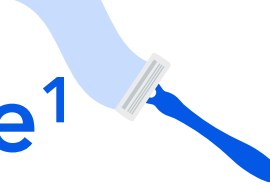


<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26
Net Sales	172	183	354	175	194	723	165
Reported growth	(17.1) %	(6.4) %	(11.9) %	(8.8) %	(10.4) %	(10.8) %	(3.9) %
Organic growth ¹	(15.9) %	(0.9) %	(8.6) %	(4.3) %	(5.2) %	(6.7) %	+1.7%
Growth at constant currency ¹	(15.9) %	(0.9) %	(8.6) %	(4.3) %	(5.2) %	(6.7) %	+1.7%

¹ See glossary in appendix



Blade Excellence¹



<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26
Net Sales	145	157	302	146	154	602	139
Reported growth	+9.4%	+13.7%	+11.6%	+2.6%	+18.1%	+10.8%	(4.3) %
Organic growth ²	(4.5) %	+1.6%	(1.4) %	(6.1) %	+6.4%	(0.8) %	+0.6%
Growth at constant currency ²	+11.0%	+19.9%	+15.6%	+7.4%	+24.8%	+15.7%	+0.6%

¹ Including Shavers business and Tangle Teezer (brushes)

² See glossary in appendix



Other Products

<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26
Net Sales	9	5	14	7	9	30	8
<i>Reported growth</i>	+4.6%	(0.9) %	+2.4%	+2.0%	(0.7) %	+1.3%	(5.0) %
<i>Organic growth</i> ¹	+4.6%	(1.2) %	+2.3%	+2.0%	(0.7) %	+1.3%	(5.3) %
<i>Growth at constant currency</i> ¹	+4.6%	(1.2) %	+2.3%	+2.0%	(0.7) %	+1.3%	(5.3) %

¹ See glossary in appendix



Glossary

- **Adjusted:** Adjusted means excluding non-recurring items.
- **Constant currency:** Growth at constant currency figures are calculated by translating the current year figures at prior year average exchange rates.
- **EBIT:** Earnings Before Interest and Taxes.
- **Adjusted EBIT margin:** Adjusted EBIT as a percentage of Net Sales.
- **EPS:** Earnings per share.
- **Free Cash Flow:** Operating cash flow less change in working capital & others less capital expenditures.
- **Organic growth:** Growth at constant currency and constant perimeter (formerly change on a comparative basis)

