BIC H1 2026
Results Presentation

July 30, 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

H1 2026 Key Takeaways

- **H1 organic growth of +1.7%,** fueled by **all categories and key regions**
- **Improvement in the US** with net sales growth in Human Expression and Blade Excellence, and stabilization in Flame for Life
- **Growth accelerated at Tangle Teezer in Q2,** reaching organic growth of +16% in H1
- **Middle East and Africa** returned to high single-digit growth in Q2 after a challenging Q1
- **Strong aEBIT margin and Free Cash Flow**, driven by US tariff refunds and operational improvement
- **Transformation underway** in a key transitional year, more details to be unveiled at BIC's Strategic Update in September

Operational and Consolidated Results

Grégory Lambertie
Chief Financial and Digital Officer

H1 2026 Key Financial Figures

	Net Sales	Adjusted[1] EBIT	Adjusted[1] EPS	Free Cash Flow[3]
Q2 2026	€586m +1.8% organic growth	€166m 16.0% Adjusted EBIT Margin[2]	€2.81 versus €2.35 in H1 2025	€64m €189m Net Cash Position[4]
H1 2026	€1,040m +1.7% organic growth			

[1] *Adjusted means excluding non-recurring items*
[2] *Including a 1.5 points positive contribution from US tariff refunds. Excluding this impact, the adjusted EBIT margin was at 14.5%*
[3] *Free Cash Flow generation before acquisitions and disposals*
[4] *At the end of June 2026*

Q2 2026 Net Sales Evolution

H1 2026 Net Sales Evolution

H1 2026 Performance – Human Expression

H1 2026

€377m
Net Sales
+0.5%[1]

€52m
Adjusted EBIT
13.7%

North America
Robust growth fueled by **distribution gains in retail and e-Commerce**

Middle East and Africa
Solid rebound in Q2 with positive Back-to-School momentum in North Africa

Challenging competitive environment in the Modern Trade channel in **Latin America**

Europe
Slight negative organic growth despite the **success of the new Vibbies range**

[1] *Organic growth*

H1 2026 Performance – Flame For Life

Latin America
Solid commercial execution in Mexico

North America
Net sales stabilization with growth in the **convenience channel** and e-Commerce

Europe
Slight growth with distribution gains across key European countries

Middle East & Africa
Continued **distribution gains** in North Africa

H1 2026

€351m
Net Sales
+1.7%[1]

€112m
Adjusted EBIT
31.9%

[1] *Organic growth*

H1 2026 Performance – Blade Excellence

H1 2026

€296m
Net Sales[1]
+2.9%[2]

€45m
Adjusted EBIT[1]
15.2%

Europe
Distribution gains supported by **Flex and Soleil ranges**. Strong growth at **Tangle Teezer**

Latin America
Success of **trade-up strategy** with additional distribution gains in the Flex and Soleil ranges

Middle East and Africa
Return to **strong growth in Q2** after a tough Q1 impacted by the Middle East conflict

North America
Challenging competitive environment in shavers. Distribution and market share gains at **Tangle Teezer**

[1] *Includes Tangle Teezer (brushes)*
[2] *Organic growth*

H1 2026 Performance – Tangle Teezer

Growth acceleration in Q2 at +21%, driven by both the US and Europe

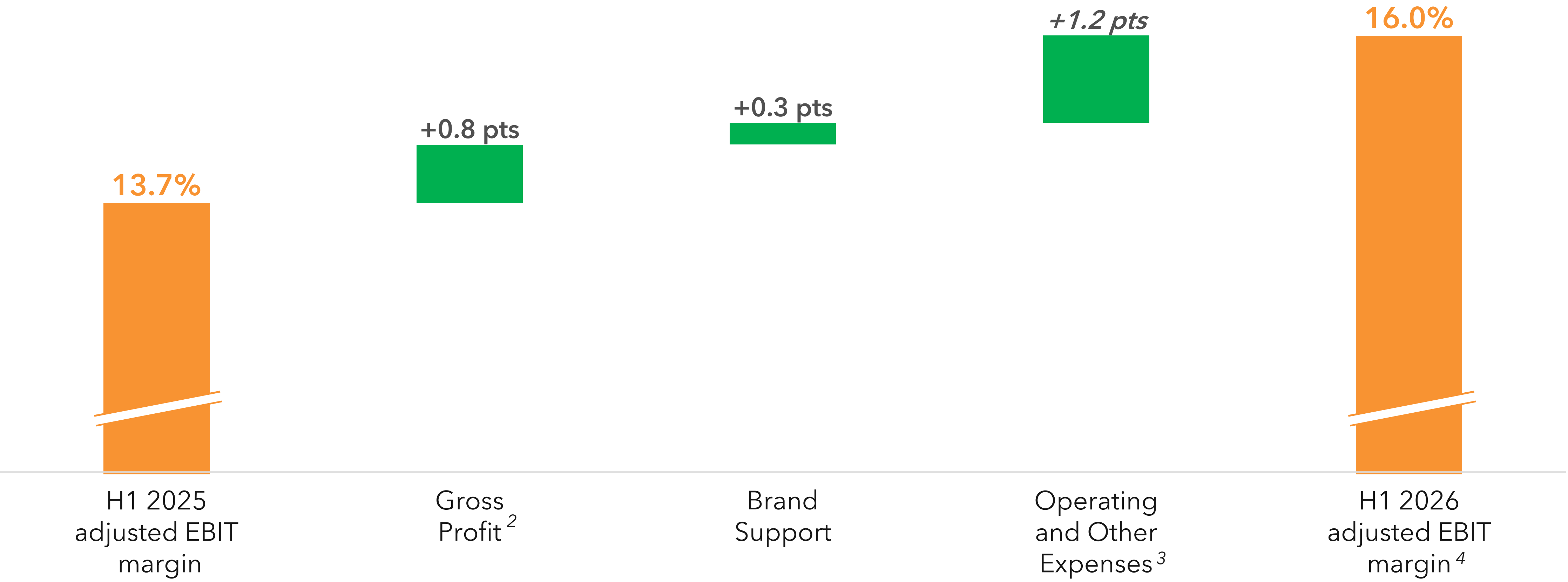
Success of premium products, including recently launched Chrome and Matte ranges

Solid market share gains and distribution expansion at key retailers and in e-Commerce

New product launches and key partnerships like "The Devil Wears Prada" collection

+16%
Net Sales Organic growth

H1 2026 Adjusted EBIT[1] Margin Evolution



[1] See glossary in appendix
[2] Excluding Tangle Teezer inventory fair value adjustment in H1 2025
[3] Excluding non-recurring items
[4] Including a 1.5 points positive contribution from US tariff refunds. Excluding this impact, adjusted EBIT margin was 14.5%

H1 2026 Profit & Loss Account

in million euros	H1 2025	H1 2026
Adjusted EBIT[1]	**147**	**166**
Non-recurring items	(25)	(8)
EBIT	**122**	**158**
Finance revenue/(costs)	(11)	(1)
Income before Tax	**111**	**157**
Net Income Group share	**76**	**108**
Adjusted Net Income Group share	**97**	**114**
Group EPS *(in €)*	**1.85**	**2.65**
Adjusted Group EPS[1] *(in €)*	**2.35**	**2.81**

H1 2026 non-recurring items, mainly :

- **€10m** restructuring costs
- **€6m** transformation costs
- **€4m** costs related to discontinued activities
- **-€12m** Virtual Power Purchase Agreement in Greece

H1 2026 finance costs were €1m

40,648,852 average outstanding shares (net of treasury shares)

[1] *See glossary in appendix*

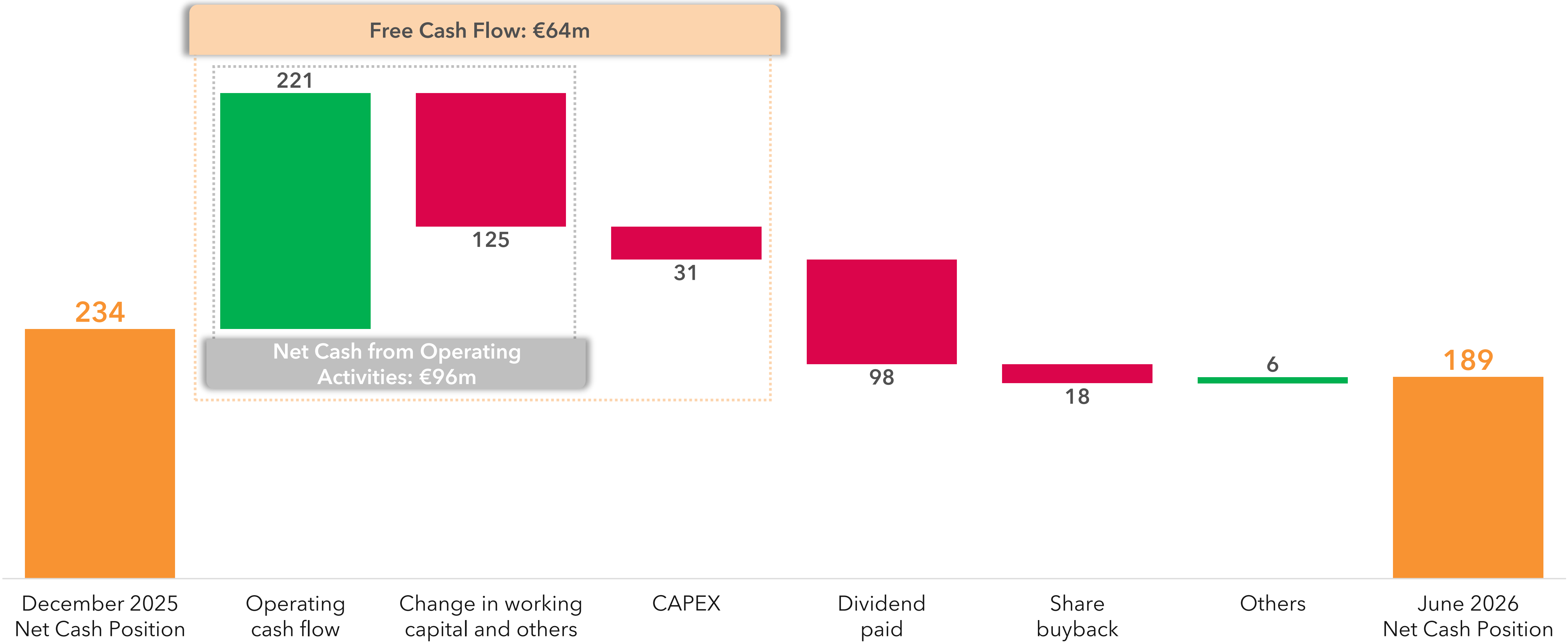
H1 2026 Free Cash Flow Generation

in million euros

[1] *Mainly includes pensions contribution*

H1 2026 Net Cash Position

in million euros



2026 Outlook

Rob Versloot
Chief Executive Officer

2026 Outlook upgraded

Following the first half performance, BIC now anticipates under current assumptions:

- Modest organic growth
- Adjusted EBIT margin slightly above 14.0%
- Stable Free Cash Flow

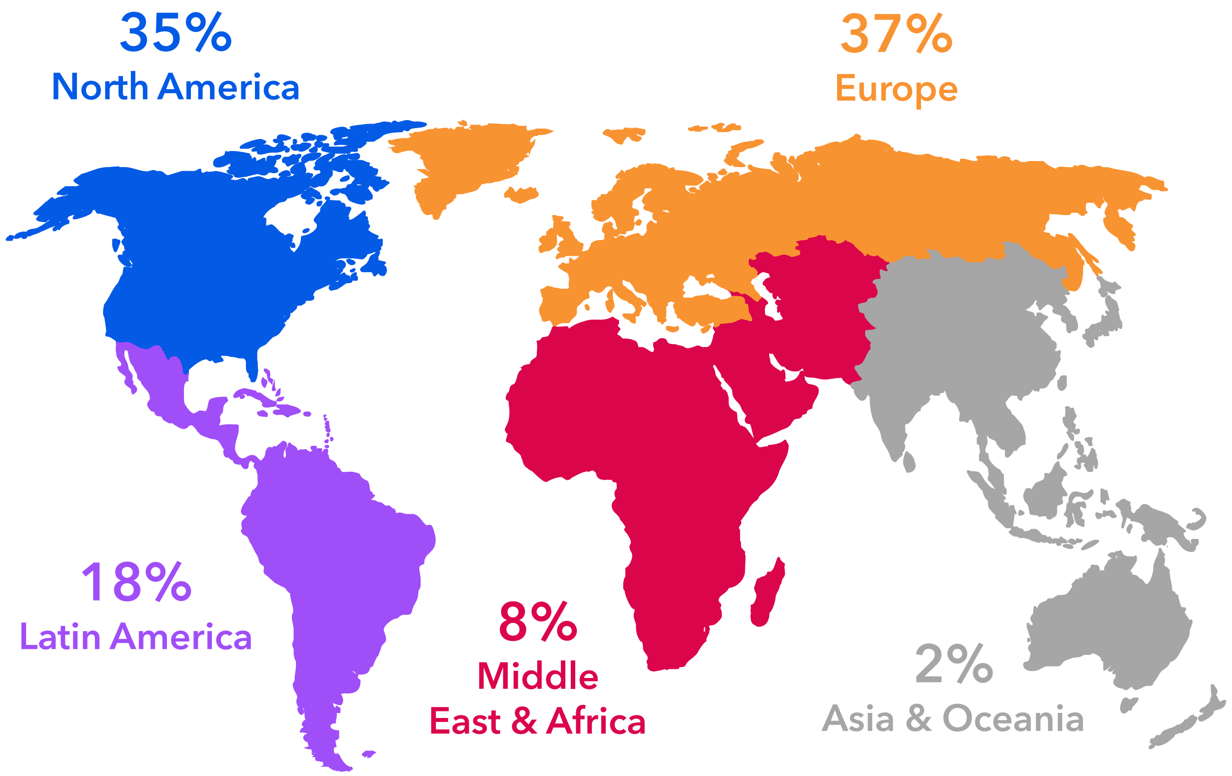
Appendix

H1 2026 Net Sales Breakdown

By Division

Human Expression	36%
Flame for Life	34%
Blade Excellence	29%
Other products	1%

By Geography



H1 2026 Net Sales
Main Exchange Rate Evolution vs Euro

	% of net sales	Average rates		% change
		H1 2025	H1 2026	
US Dollar	35%	1.09	1.17	*(6.4) %*
Brazilian Real	9%	6.29	6.01	*+4.5%*
British Pound	5%	0.84	0.87	*(2.9) %*
Mexican Peso	5%	21.80	20.38	*+7.0%*
Canadian Dollar	2%	1.54	1.61	*(4.2) %*
Australian Dollar	2%	1.72	1.66	*+3.7%*
Argentine Peso[1]	1%	1,389.26	1,680.51	*(17.3) %*
South African Zar	1%	20.07	19.14	*+4.8%*
Nigerian Naira	1%	1,731.52	1,618.94	*+7.0%*
Non-Euro European countries:				
Russian Ruble		94.99	89.21	*+6.5%*
Polish Zloty		4.23	4.24	*(0.3) %*
Turkish Lira		41.09	52.05	*(21.1) %*

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

Group Figures

in million euros	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26
Net Sales	478	598	1,077	519	495	**2,090**	453	586	1,040
Reported growth	*(8.3) %*	*(3.1) %*	*(5.5) %*	*(3.9) %*	*(4.4) %*	***(4.8) %***	*(5.3) %*	*(2.0) %*	*(3.5) %*
Organic growth[1]	*(10.9) %*	*(2.7) %*	*(6.4) %*	*(3.3) %*	*(2.3) %*	***(4.7) %***	*+1.6%*	*+1.8%*	*+1.7%*
Growth at constant currency[1]	*(7.0) %*	*+1.4%*	*(2.4) %*	*+0.3%*	*+1.1%*	***(0.9) %***	*(0.3) %*	*(1.7) %*	*(1.1) %*
EBIT	-	-	122	-	-	**156**	-	-	158
Adjusted EBIT	-	-	147	-	-	**283**	-	-	166
EBIT margin	-	-	*11.3%*	-	-	***7.5%***	-	-	*15.2%*
Adjusted EBIT margin	-	-	*13.7%*	-	-	***13.6%***	-	-	*16.0%*
Net Income Group Share	-	-	76	-	-	**86**	-	-	108
Group EPS	-	-	1.85	-	-	**2.10**	-	-	2.65

[1] *See glossary in appendix*

Group Quarterly Figures by Geography

in million euros	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26
Europe							
Net Sales	168	226	183	158	**736**	168	221
Reported growth	*+4.7%*	*+6.6%*	*+4.6%*	*+5.7%*	***+5.5%***	*+0.0%*	*(2.2) %*
Organic growth[1]	*(3.5) %*	*(0.2) %*	*(0.9) %*	*(2.4) %*	***(1.6) %***	*+1.5%*	*+0.0%*
Growth at constant currency[1]	*+4.7%*	*+6.8%*	*+5.6%*	*+6.5%*	***+6.0%***	*+1.4%*	*(1.6) %*
North America							
Net Sales	167	218	185	180	**750**	151	208
Reported growth	*(12.5) %*	*(6.7) %*	*(6.6) %*	*(8.1) %*	***(8.4) %***	*(9.2) %*	*(4.6) %*
Organic growth[1]	*(18.7) %*	*(7.2) %*	*(4.3) %*	*(5.2) %*	***(8.7) %***	*+1.6%*	*+2.9%*
Growth at constant currency[1]	*(14.8) %*	*(2.7) %*	*(0.4) %*	*+0.3%*	***(4.2) %***	*+0.7%*	*(1.2) %*
Latin America							
Net Sales	87	92	91	95	**365**	89	99
Reported growth	*(21.0) %*	*(14.3) %*	*(8.7) %*	*(11.5) %*	***(14.0) %***	*+1.8%*	*+7.9%*
Organic growth[1]	*(10.2) %*	*+0.1%*	*(2.9) %*	*(4.4) %*	***(4.4) %***	*+5.3%*	*+1.1%*
Growth at constant currency[1]	*(10.2) %*	*+0.1%*	*(2.9) %*	*(4.5) %*	***(4.4) %***	*+5.3%*	*+1.1%*
Middle East and Africa							
Net Sales	38	42	42	44	**166**	35	46
Reported growth	*(5.0) %*	*+2.6%*	*(7.0) %*	*+20.4%*	***+2.0%***	*(8.6) %*	*+8.4%*
Organic growth[1]	*(7.6) %*	*+6.2%*	*(4.8) %*	*+25.0%*	***+3.9%***	*(4.9) %*	*+7.9%*
Growth at constant currency[1]	*(7.6) %*	*+6.2%*	*(4.8) %*	*+25.0%*	***+3.9%***	*(4.9) %*	*+7.9%*
Asia & Oceania							
Net Sales	18	20	18	17	**73**	10	12
Reported growth	*(8.2) %*	*(14.5) %*	*(19.7) %*	*(37.7) %*	***(21.3) %***	*(45.4) %*	*(39.1) %*
Organic growth[1]	*(7.0) %*	*(8.6) %*	*(11.9) %*	*(12.1) %*	***(10.0) %***	*(2.0) %*	*(0.2) %*
Growth at constant currency[1]	*(7.0) %*	*(8.6) %*	*(11.9) %*	*(31.3) %*	***(15.8) %***	*(43.8) %*	*(41.1) %*

[1] *See glossary in appendix*

Human Expression

in million euros	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26
Net Sales	153	253	406	192	138	**736**	141	235	377
Reported growth	*(11.9) %*	*(9.3) %*	*(10.3) %*	*(4.0) %*	*(14.7) %*	***(9.6) %***	*(7.7) %*	*(6.9) %*	*(7.2) %*
Organic growth[1]	*(10.5) %*	*(6.1) %*	*(7.8) %*	*(0.5) %*	*(5.8) %*	***(5.6) %***	*+3.0%*	*(1.0) %*	*+0.5%*
Growth at constant currency[1]	*(10.5) %*	*(6.1) %*	*(7.8) %*	*(0.5) %*	*(9.3) %*	***(6.3) %***	*(3.2) %*	*(6.3) %*	*(5.1) %*
EBIT	-	-	25	-	-	**(62)**	-	-	46
Adjusted EBIT	-	-	45	-	-	**55**	-	-	52
EBIT Margin	-	-	*6.2%*	-	-	***(8.4) %***	-	-	*12.1%*
Adjusted EBIT Margin	-	-	*11.0%*	-	-	***7.5%***	-	-	*13.7%*

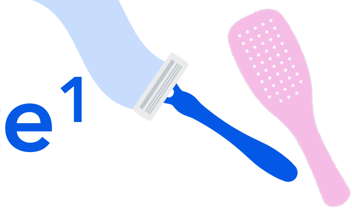
[1] *See glossary in appendix*

Flame For Life

in million euros	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26
Net Sales	172	183	354	175	194	**723**	165	186	351
Reported growth	*(17.1) %*	*(6.4) %*	*(11.9) %*	*(8.8) %*	*(10.4) %*	***(10.8) %***	*(3.9) %*	*+1.7%*	*(1.0) %*
Organic growth[1]	*(15.9) %*	*(0.9) %*	*(8.6) %*	(4.3) %	(5.2) %	***(6.7) %***	+1.7%	*+1.7%*	*+1.7%*
Growth at constant currency[1]	*(15.9) %*	*(0.9) %*	*(8.6) %*	(4.3) %	(5.2) %	***(6.7) %***	+1.7%	*+1.7%*	*+1.7%*
EBIT	-	-	101	-	-	**218**	-	-	107
Adjusted EBIT	-	-	101	-	-	**216**	-	-	112
EBIT Margin	-	-	*28.6%*	-	-	***30.2%***	-	-	*30.5%*
Adjusted EBIT Margin	-	-	*28.6%*	-	-	***29.9%***	-	-	*31.9%*

[1] *See glossary in appendix*

Blade Excellence[1]



in million euros	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26
Net Sales	145	157	302	146	154	**602**	139	158	296
Reported growth	*+9.4%*	*+13.7%*	*+11.6%*	*+2.6%*	*+18.1%*	***+10.8%***	*(4.3) %*	*+0.1%*	*(2.0) %*
Organic growth[2]	*(4.5) %*	*+1.6%*	*(1.4) %*	*(6.1) %*	*+6.4%*	***(0.8) %***	*+0.6%*	*+5.1%*	*+2.9%*
Growth at constant currency[2]	*+11.0%*	*+19.9%*	*+15.6%*	*+7.4%*	*+24.8%*	***+15.7%***	*+0.6%*	*+0.2%*	*+0.4%*
EBIT	-	-	39	-	-	**84**	-	-	54
Adjusted EBIT	-	-	45	-	-	**96**	-	-	45
EBIT Margin	-	-	*12.8%*	-	-	***13.9%***	-	-	*18.4%*
Adjusted EBIT Margin	-	-	*14.7%*	-	-	***15.9%***	-	-	*15.2%*

[1] *Including Shavers business and Tangle Teezer (brushes)*
[2] *See glossary in appendix*

Other Products

in million euros	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26
Net Sales	9	5	14	7	9	**30**	8	8	16
Reported growth	*+4.6%*	*(0.9) %*	*+2.4%*	*+2.0%*	*(0.7) %*	***+1.3%***	*(5.0) %*	*+38.9%*	*+12.1%*
Organic growth[1]	*+4.6%*	*(1.2) %*	*+2.3%*	*+2.0%*	*(0.7) %*	***+1.3%***	*(5.3) %*	*+38.5%*	*+11.8%*
Growth at constant currency[1]	*+4.6%*	*(1.2) %*	*+2.3%*	*+2.0%*	*(0.7) %*	***+1.3%***	*(5.3) %*	*+38.5%*	*+11.8%*

EBIT	-	-	(1)	-	-	**(5)**	-	-	(2)
Adjusted EBIT	-	-	(1)	-	-	**(5)**	-	-	(2)

[1] *See glossary in appendix*

Unallocated Costs

in million euros	H1 25	FY 25	H1 26
EBIT	(42)	**(79)**	(47)
Adjusted EBIT	(42)	**(79)**	(41)

Capital and Voting Rights

As of June 30, 2026, the total number of issued shares of Société BIC is 40,861,314 shares, representing:

- 57,550,944 voting rights
- 57,240,097 voting rights excluding shares without voting rights

Total number of treasury shares held at the end of June 2026: 310,847.

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.
- **Net cash position:** Cash and cash equivalents + Other current financial assets - Current borrowings - Non-current borrowings (excluding financial liabilities as per IFRS 16 definition).
- **Organic growth:** Growth at constant currency and constant perimeter (formerly change on a comparative basis)