

Q3 & 9M 2026 Net Sales Presentation







October 28, 2026

Disclaimer

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BIC's actual results and future performance may be affected by numerous risks and uncertainties, in particular as described 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

Q3 2026 Key Takeaways

- **Q3 organic net sales slightly down at -0.6%**, reflecting contrasting dynamics across our categories, leading to **9M growth of +1.0%**
- Strong **Brushes** performance and slight growth in **Shavers,** partly offsetting softer trends in **Stationery** and a challenging quarter for **Lighters**
- **2026 Outlook confirmed**, with continued focus on operational and financial discipline through year-end
- **Transformation underway** through the continued execution of the *BIC to the Future* plan unveiled in September

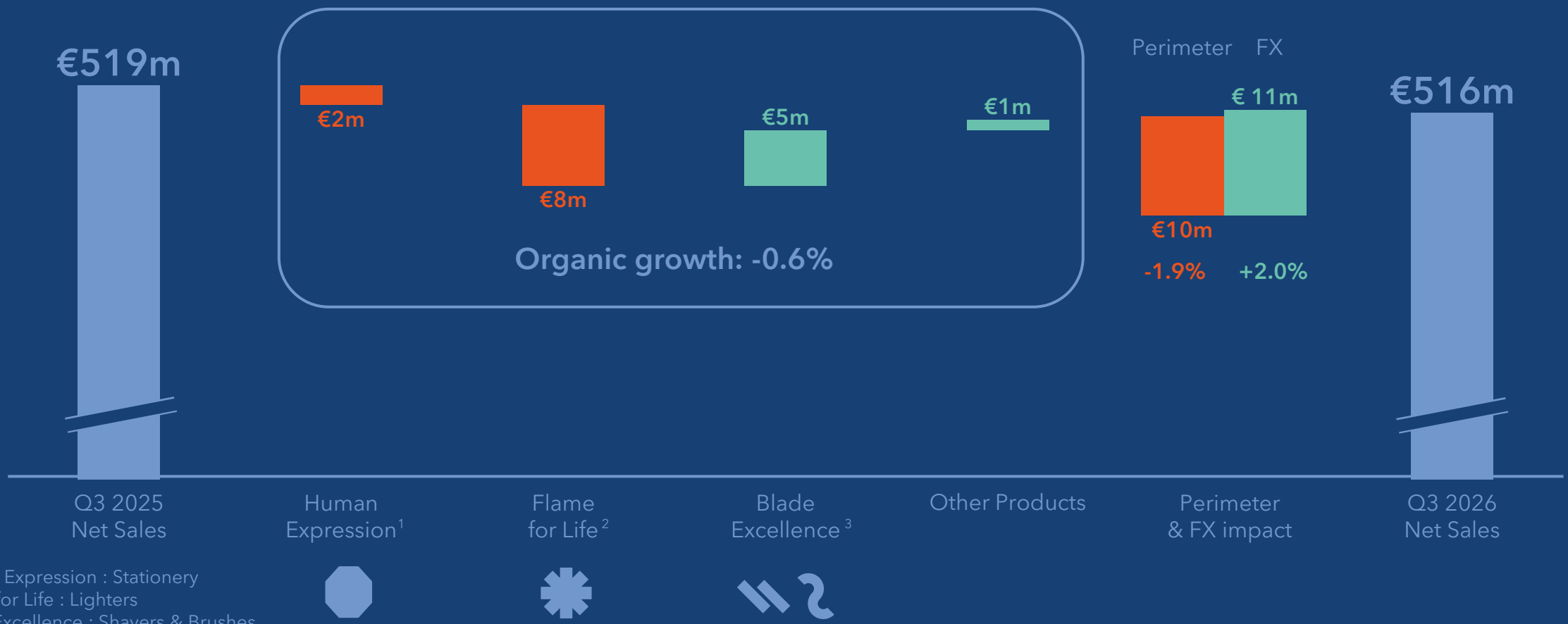





Net Sales Performance

Grégory Lambertie
Chief Financial and Digital Officer

Q3 2026 organic growth of -0.6%



[1] Human Expression : Stationery
[2] Flame for Life : Lighters
[3] Blade Excellence : Shavers & Brushes

9M organic net sales up 1.0%, supported by growth in Blade Excellence



[1] Human Expression : Stationery
[2] Flame for Life : Lighters
[3] Blade Excellence : Shavers & Brushes

Q3 2026 Performance – Human Expression (Stationery)



€183m
Net Sales

(1.1)%
Organic Growth

Europe
Mixed Back-to-School performance across key countries, with strong momentum for new Vibbies collection

Middle East & Africa
Mid-single digit growth fueled by strong Back-to-School execution

North America
Continued softness in Ball Pen, partly offset by solid performance in Correction and Mechanical pencils

Latin America
Challenging trading environment in both Brazil and Mexico

Q3 2026 Performance – Flame For Life (Lighters)



€170m
Net Sales

(4.6)%
Organic Growth

North America
Unfavorable comparison base following retailer pre-buys ahead of the September 2025 price increase

Latin America
Temporary headwinds impacting overall regional performance, coupled with competitive market environment

Europe
Softer performance in France and Germany, particularly in the discounters channel

Q3 2026 Performance – Blade Excellence (Shavers & Brushes)



€155m
Net Sales

+3.9%
Organic Growth

Europe
Robust performance supported by distribution gains and successful premium shavers as well as solid growth from Tangle Teezer

Middle East & Africa
Double-digit growth driven by strong commercial execution across key African countries

North America
Robust performance from Tangle Teezer offset by a continued challenging trading environment in Shavers

Latin America
Softness in Brazil and Mexico, despite continued momentum from products in the Flex and Soleil ranges

Q3 2026 Performance – Tangle Teezer (Brushes)



+29.0%
Organic Growth

Double-digit growth in both **Europe** and **North America**

Success of the products such as the **Mini Ultimate Detangler** and in the **Chrome** collection

Strong initial uptake of the recently launched **Complete Care Brush** range

2026 Outlook and Conclusion

Rob Versloot
Chief Executive Officer

2026 Outlook confirmed

Under current assumptions, BIC anticipates:

Modest organic growth

Adjusted EBIT margin slightly above 14.0%

Stable Free Cash Flow year-on-year

Appendix

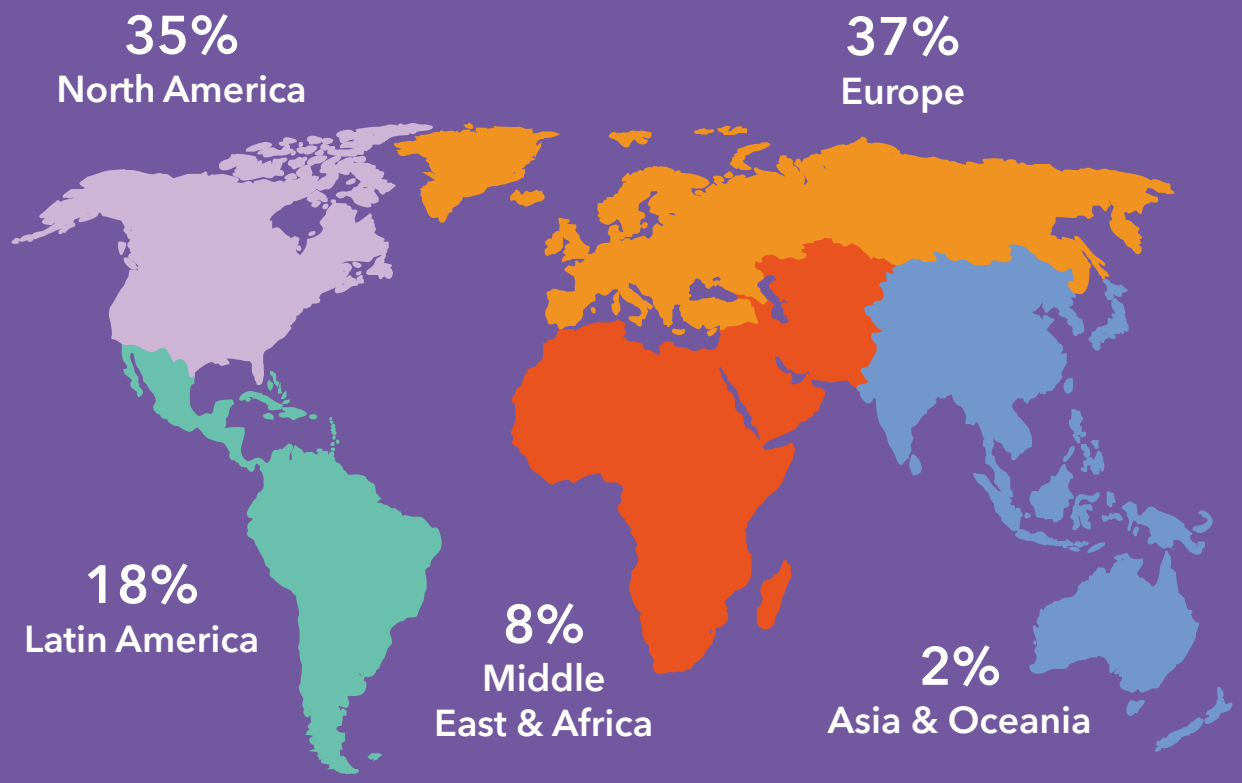


9 Months 2026 Net Sales Breakdown

By Division

Human Expression[1]	36%
Flame for Life[2]	33%
Blade Excellence[3]	29%
Other products	2%

By Geography



[1] Human Expression : Stationery
[2] Flame for Life : Lighters
[3] Blade Excellence : Shavers & Brushes

9 Months 2026 Net Sales Main Exchange Rate Evolution vs Euro

	% of net sales	Average rates		% change
		9M 2025	9M 2026	
US Dollar	35%	1.12	1.16	*(3.7) %*
Brazilian Real	9%	6.32	5.98	*+5.7%*
British Pound	5%	0.85	0.86	*(1.6) %*
Mexican Peso	5%	21.79	20.20	*+7.9%*
Canadian Dollar	2%	1.56	1.61	*(2.8) %*
Australian Dollar	2%	1.74	1.65	*+5.6%*
Argentine Peso[1]	1%	1,550.04	1,737.82	*(10.8) %*
South African Zar	1%	20.26	19.01	*+6.6%*
Nigerian Naira	1%	1,752.77	1,601.10	*+9.5%*
Non-Euro European countries:				
Russian Ruble		94.72	90.87	*+4.2%*
Polish Zloty		4.24	4.27	*(0.7) %*
Turkish Lira		43.26	53.02	*(18.4) %*

[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	Q3 26
Net Sales	478	598	1,077	519	495	**2,090**	453	586	1,040	516
Reported growth	*(8.3) %*	*(3.1) %*	*(5.5) %*	*(3.9) %*	*(4.4) %*	***(4.8) %***	*(5.3) %*	*(2.0) %*	*(3.5) %*	*(0.5) %*
Organic growth[1]	*(10.9) %*	*(2.7) %*	*(6.4) %*	*(3.3) %*	*(2.3) %*	***(4.7) %***	*+1.6%*	*+1.8%*	*+1.7%*	*(0.6) %*
Growth at constant currency[1]	*(7.0) %*	*+1.4%*	*(2.4) %*	*+0.3%*	*+1.1%*	***(0.9) %***	*(0.3) %*	*(1.7) %*	*(1.1) %*	*(2.5) %*
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	Q3 26
Europe								
Net Sales	168	226	183	158	**736**	168	221	185
Reported growth	*+4.7%*	*+6.6%*	*+4.6%*	*+5.7%*	***+5.5%***	*+0.0%*	*(2.2) %*	*+1.0%*
Organic growth[1]	*(3.5) %*	*(0.2) %*	*(0.9) %*	*(2.4) %*	***(1.6) %***	*+1.5%*	*+0.0%*	*+1.7%*
Growth at constant currency[1]	*+4.7%*	*+6.8%*	*+5.6%*	*+6.5%*	***+6.0%***	*+1.4%*	*(1.6) %*	*+1.6%*
North America								
Net Sales	167	218	185	180	**750**	151	208	181
Reported growth	*(12.5) %*	*(6.7) %*	*(6.6) %*	*(8.1) %*	***(8.4) %***	*(9.2) %*	*(4.6) %*	*(2.4) %*
Organic growth[1]	*(18.7) %*	*(7.2) %*	*(4.3) %*	*(5.2) %*	***(8.7) %***	*+1.6%*	*+2.9%*	*(2.0) %*
Growth at constant currency[1]	*(14.8) %*	*(2.7) %*	*(0.4) %*	*+0.3%*	***(4.2) %***	*+0.7%*	*(1.2) %*	*(4.1) %*
Latin America								
Net Sales	87	92	91	95	**365**	89	99	90
Reported growth	*(21.0) %*	*(14.3) %*	*(8.7) %*	*(11.5) %*	***(14.0) %***	*+1.8%*	*+7.9%*	*(0.7) %*
Organic growth[1]	*(10.2) %*	*+0.1%*	*(2.9) %*	*(4.4) %*	***(4.4) %***	*+5.3%*	*+1.1%*	*(7.5) %*
Growth at constant currency[1]	*(10.2) %*	*+0.1%*	*(2.9) %*	*(4.5) %*	***(4.4) %***	*+5.3%*	*+1.1%*	*(7.5) %*
Middle East & Africa								
Net Sales	38	42	42	44	**166**	35	46	47
Reported growth	*(5.0) %*	*+2.6%*	*(7.0) %*	*+20.4%*	***+2.0%***	*(8.6) %*	*+8.4%*	*+12.8%*
Organic growth[1]	*(7.6) %*	*+6.2%*	*(4.8) %*	*+25.0%*	***+3.9%***	*(4.9) %*	*+7.9%*	*+8.8%*
Growth at constant currency[1]	*(7.6) %*	*+6.2%*	*(4.8) %*	*+25.0%*	***+3.9%***	*(4.9) %*	*+7.9%*	*+8.8%*
Asia & Oceania								
Net Sales	18	20	18	17	**73**	10	12	13
Reported growth	*(8.2) %*	*(14.5) %*	*(19.7) %*	*(37.7) %*	***(21.3) %***	*(45.4) %*	*(39.1) %*	*(26.1) %*
Organic growth[1]	*(7.0) %*	*(8.6) %*	*(11.9) %*	*(12.1) %*	***(10.0) %***	*(2.0) %*	*(0.2) %*	*+2.6%*
Growth at constant currency[1]	*(7.0) %*	*(8.6) %*	*(11.9) %*	*(31.3) %*	***(15.8) %***	*(43.8) %*	*(41.1) %*	*(30.1) %*

[1] See glossary in appendix

Human Expression (Stationery)

in million euros	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26	Q3 26
Net Sales	153	253	406	192	138	**736**	141	235	377	183
Reported growth	*(11.9) %*	*(9.3) %*	*(10.3) %*	*(4.0) %*	*(14.7) %*	***(9.6) %***	*(7.7) %*	*(6.9) %*	*(7.2) %*	*(4.4) %*
Organic growth[1]	*(10.5) %*	*(6.1) %*	*(7.8) %*	*(0.5) %*	*(5.8) %*	***(5.6) %***	*+3.0%*	*(1.0) %*	*+0.5%*	*(1.1) %*
Growth at constant currency[1]	*(10.5) %*	*(6.1) %*	*(7.8) %*	*(0.5) %*	*(9.3) %*	***(6.3) %***	*(3.2) %*	*(6.3) %*	*(5.1) %*	*(6.3) %*
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 (Lighters)

in million euros	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26	Q3 26
Net Sales	172	183	354	175	194	**723**	165	186	351	170
Reported growth	*(17.1) %*	*(6.4) %*	*(11.9) %*	*(8.8) %*	*(10.4) %*	***(10.8) %***	*(3.9) %*	*+1.7%*	*(1.0) %*	*(2.4) %*
Organic growth[1]	*(15.9) %*	*(0.9) %*	*(8.6) %*	(4.3) %	(5.2) %	***(6.7) %***	+1.7%	*+1.7%*	*+1.7%*	*(4.6) %*
Growth at constant currency[1]	*(15.9) %*	*(0.9) %*	*(8.6) %*	(4.3) %	(5.2) %	***(6.7) %***	+1.7%	*+1.7%*	*+1.7%*	*(4.6) %*
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 (Shavers & Brushes)

in million euros	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26	Q3 26
Net Sales	145	157	302	146	154	**602**	139	158	296	155
Reported growth	*+9.4%*	*+13.7%*	*+11.6%*	*+2.6%*	*+18.1%*	***+10.8%***	*(4.3) %*	*+0.1%*	*(2.0) %*	*+6.2%*
Organic growth[2]	*(4.5) %*	*+1.6%*	*(1.4) %*	*(6.1) %*	*+6.4%*	***(0.8) %***	*+0.6%*	*+5.1%*	*+2.9%*	*+3.9%*
Growth at constant currency[2]	*+11.0%*	*+19.9%*	*+15.6%*	*+7.4%*	*+24.8%*	***+15.7%***	*+0.6%*	*+0.2%*	*+0.4%*	*+4.0%*
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	Q3 26
Net Sales	9	5	14	7	9	**30**	8	8	16	8
Reported growth	*+4.6%*	*(0.9) %*	*+2.4%*	*+2.0%*	*(0.7) %*	***+1.3%***	*(5.0) %*	*+38.9%*	*+12.1%*	*+15.6%*
Organic growth[1]	*+4.6%*	*(1.2) %*	*+2.3%*	*+2.0%*	*(0.7) %*	***+1.3%***	*(5.3) %*	*+38.5%*	*+11.8%*	*+15.0%*
Growth at constant currency[1]	*+4.6%*	*(1.2) %*	*+2.3%*	*+2.0%*	*(0.7) %*	***+1.3%***	*(5.3) %*	*+38.5%*	*+11.8%*	*+15.0%*
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)

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)