



ESG Investor Presentation

September 2025

BIC at a glance

Our Products

High
Quality

Affordable

Essential

Trusted by
Everyone

Long lasting

Our Brands



Worldwide Leadership

#2



**Human
Expression**

global writing
instrument
manufacturer with a
~9% market share¹

37%
of 2024 Group
net sales

#1



Flame for Life

global branded
lighter manufacturer
with a <50% market
share²

37%
of 2024 Group
net sales

#2



**Blade
Excellence**

global disposable
shaver manufacturer
with a ~24% market
share¹

25%
of 2024 Group
net sales

Global Presence

160
countries

>13,000
team members

~90
nationalities

27m
BIC products bought every day

23 factories across **5** continents

>90%
of net sales are from
products manufactured in BIC's
own factories

¹ Euromonitor 2023 edition for writing instruments and shavers

² BIC estimates - excluding Asia



BIC's Long-lasting Products with Low Environmental Impact

3km

Up to 3 kilometers
of writing for a
BIC® Cristal®¹



ecolutions™

*BIC® Ecolutions®, a complete
line of writing products made
from recycled materials*

3,000

Up to 3,000
flames for a
BIC® Maxi lighter



13

Up to 13 shaves
with a BIC®
Flex 5 shaver



17

flagship products in the
BIC® range have earned
the NF Environnement
ecolabel



¹ SGS test 2023 (average writing length for blue and black cartridges)



BIC's Sustainable Development Journey



1944



1994

Conducted our first life cycle product analyses



2009

Became first stationery manufacturer to receive the "NF Environnement" (NF400 Writing Instruments) ecolabel



2016

Created the BIC Corporate Foundation



2018

Launched the Writing the Future, Together™ program



2022

Announced greenhouse gas emission-reduction targets

BIC's commitment to sustainability



1950

The BIC® Cristal pen is a symbol of Marcel Bich's philosophy: "Just what's necessary"



2004

Published our first public report on the Sustainable Development Program launched in 2003



2011

Began a recycling partnership in Europe with TerraCycle®



2017

Initiated our first circular economy model with Ubicuity™ benches



2020

Unveiled our Horizon business strategy



2024

Launch of BIC® EZ Load™, BIC's first refillable utility lighter



BIC's approach to sustainability

Sustainability has been a cornerstone of our business for **more than two decades**, and our approach to it is rooted in **our company's values** and woven into our **day-to-day operations**.

Our ambition is to:

- Ensure that we limit our impact on the planet
- Make a positive contribution to society, including to the lives of our consumers and team members

*ESG Program launched in 2018, with 2025 and 2030 targets





Update on BIC's ESG Program and Commitments¹

85%

of all consumer plastic packaging is reusable, recyclable, or compostable

Target: reach 100% reus., recycl. or compost. plastic packaging by 2025

81%

of BIC sites with zero lost-time incident

Target: zero lost time incidents across all operations by 2025



BIC's Greenhouse Gas (GHG) Emission reduction targets for 2030²

-50% Scope 1

-100% Scope 2

-5% scope 3

-30% for the flame for life division

Estimated **210m**

children have improved learning conditions since 2018 thanks to our programs

Target: improve learning conditions for 250 million children globally by 2025



92%

of electricity used in our own operations is renewable

Target: reach 100% renewable electricity by 2025

95%

of strategic suppliers have adopted our responsible purchasing program

Target: work responsibly with its strategic suppliers to ensure the most secure, innovative and efficient sourcing by 2025

35%

current female representation in leadership roles at level 4 and above (Executives, including Executive Committee)

Target: reach 40% of women in director and above positions by 2027

8%

of non-virgin petroleum plastic in products

Target: reach 50% non-virgin petroleum plastic for its products by 2030.



¹ Key 2024 achievements

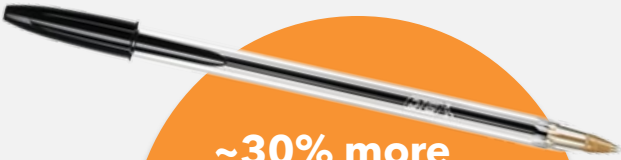
² Versus 2019 baseline year



Products

Improving the Sustainability of our Products

Driving down the use of raw materials in iconic BIC products through value engineering



~30% more
Cristal pens
made with the
same amount
of plastic*



Revamp
of the iconic
BIC 4-Color
**Reducing
substantial
amount of
plastic**

* Since its creation in 1950



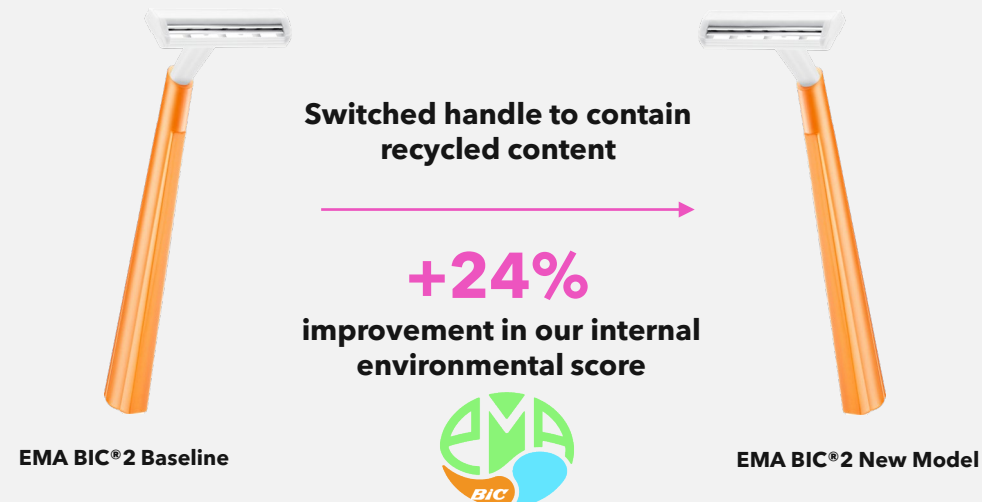
Products

Innovating and collaborating for more responsible products and supply chains.

An example in action: eco-designing

BIC key design principle is to create maximum longevity using just what's necessary. The internal developed tool EMA* helps to guide our teams through eco-design principles.

Improved the environmental score of the BIC®2 razor



* Environmentally and Socially Measurable Advantage



Products: Exploring Alternative Material Innovations

BIC® Twin Lady/Silky Touch



87% of recycled plastic in the handle

100 tons of plastic saved each year



BIC® Soleil® range



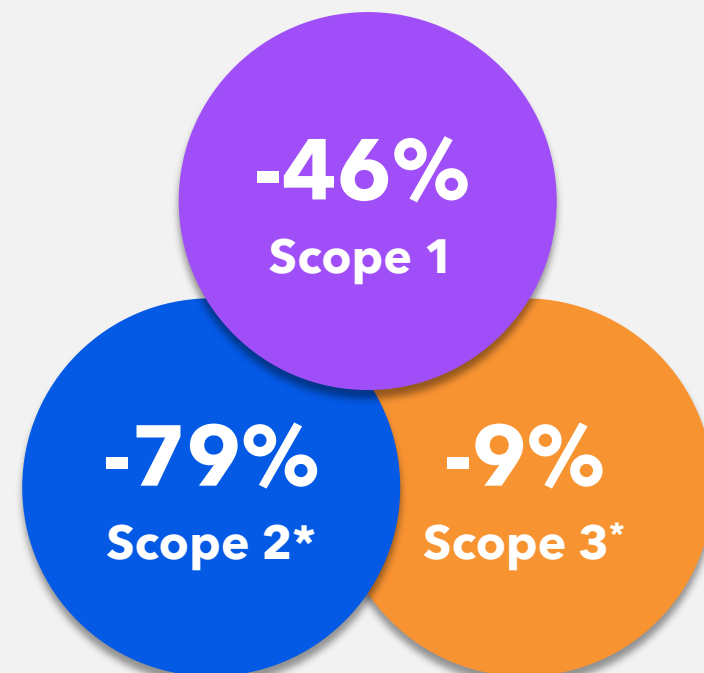
Planet

Our approach

Making our operations as efficient as possible while reducing our environmental impact.

An example in action: reducing GHG emissions

We are committed to reducing emissions in our own operations and along the supply chain.
Some key results of our GHG targets showing progress between 2024 and 2019 baseline:



*Market based



Planet

Our approach

Making our operations as efficient as possible while reducing our environmental impact.

An example in action: circular manufacturing

In an effort of reducing the impact of products end of life, BIC designed and built the first disassembling machine for lighters.

- 7 years of research and development
- Construction of the workshop started in 2023
- It can dismantle up to 5,000 lighters per hour



People



Our approach

Ensuring our people's safety and wellbeing, while promoting creativity and education for all.

An example in action: education support

We are committed to improve learning conditions of children around the world. **In 2024 we have impacted 210 million children since 2018.**

My Words, My Story, My BIC®

A creative writing program that support young students in East Africa to develop the skills and confidence that are enhanced by learning good writing techniques.

- **Over 26 days**
- **30 Kenyan primary schools**
- **Over 10,000 students and teachers**



People



Our approach

Ensuring our people's safety and wellbeing, while promoting creativity and education for all.

An example in action: empowering women leaders

We are committed to increasing the number of women in director and above positions **to 40% by 2027, and in 2024 we reached 35%.**

% of women in the permanent workforce by level:

Overall headcount	44%
Board of Directors*	60%
Executive Committee*	38%
Level 4 and above (Executives)	35%

* At the end of Sep. 2025



Appendix



BIC's Horizon Strategic Plan

Expand total addressable **markets in fast-growing segments**, and apply enhanced commercial execution

Leverage innovation capabilities and global manufacturing **excellence**

Capitalizing on **BIC's** unique **identity**, consumer-centric **brands** and market **reach**

The *Horizon* strategic plan has 5 key objectives:

- Reframing our three categories to accelerate top-line growth
- Taking our sustainable development journey to the next level
- Remaining on a mid-single digit growth trajectory while improving operating margins
- Maintaining strong cash-flow conversion
- Sustaining solid returns to shareholders



Detailed Sustainability targets

We have set a number of targets to help us achieve our sustainability commitments. The below table provides a snapshot of our progress towards these targets.

	Our Commitments	Target	Baseline Year	Target Year	2024 Actual Result vs. Target	
Product	Packaging	100% of cardboard packaging from certified and/or recycled sources	-	2025	99%	
		100% recyclable, reusable, or compostable plastic in consumer packaging	-	2025	85%	
		100% PVC-free plastic packaging	-	2025	99%	
		75% recycled content in plastic packaging	-	2025	65%	
	Product	50% non-virgin petroleum plastics in products	-	2030	8%	
Planet	Climate change	100% renewable electricity	2019	2025	92%	
		Reduce Scope 1 GHG emissions by 50%	2019	2030	-46%	
		Reduce Scope 2 GHG emissions by 100%	2019	2030	-79%	
		Reduce Scope 3 GHG emissions by 5%	2019	2030	-9%	
People	Safety	No lost-time incidents in BIC sites	-	ongoing	81%	Improved in lost-time incident vs. 2023
	Education	Improve learning conditions for 250m children	2018	2025	210m	
	Suppliers	Work responsibly with strategic suppliers to ensure the most secure, innovative, and efficient sourcing	-	2025	95%	Have integrated the Responsible Purchasing program



BIC's Global Memberships and ESG Ratings¹

WE SUPPORT



UN Global Compact

**FRENCH BUSINESS
CLIMATE PLEDGE**
LES ENTREPRISES FRANÇAISES
S'ENGAGENT POUR LE CLIMAT !

**French Business
Climate Pledge
member**



CDP Score:

- "B for Climate"



MSCI Rating:

- "AAA"



ISS ESG Corporate Rating:

- "C+"



S&P Global ESG Score:

- "48"

¹ Updated as of February 2025



BIC's Global Manufacturing Footprint¹

23 factories
across
5 continents

-  Human Expression 
-  Flame For Life 
-  Blade Excellence 
-  Advertising & Promotional products 

¹as of December 31, 2024

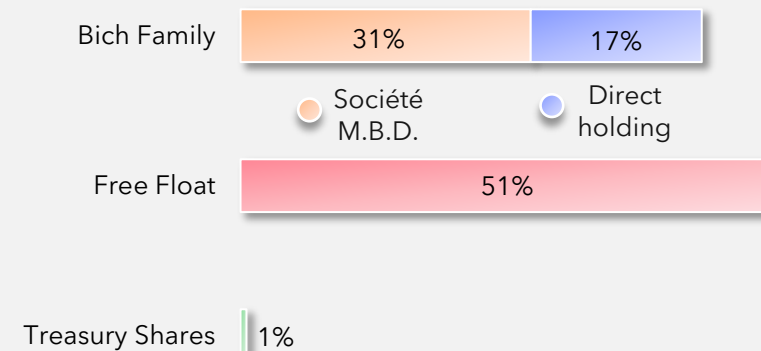
>90% of net sales are from products
manufactured in BIC's own factories



Governance

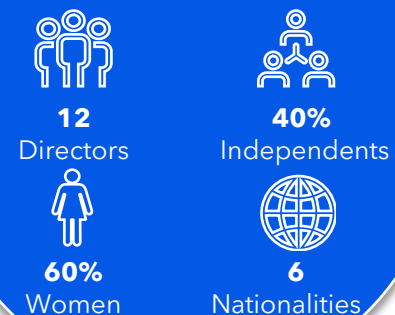
A Family-Controlled Company with Solid Corporate Governance

Shareholding Structure



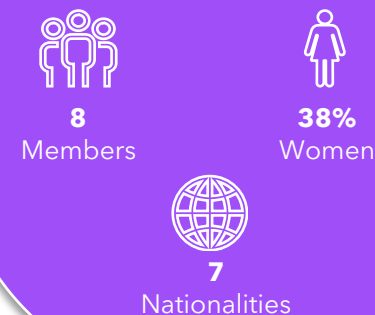
Dec. 2024

Board of Directors



Sep. 2025

Executive Committee



Sep. 2025

Board of Directors (at the end of September 2025)



Édouard Bich
Non-Executive Chair



Rob Versloot
Chief Executive Officer

Committees

 Nominations, Governance and CSR

 Audit

 Remuneration

 Chair of committee

Directors

 Independent director

 Director representing the employees



Albert Baladi



Geoffroy Bich



Marie-Aimée Bich-Dufour



Carole Callebaut Piwnica



Sébastien Drecq



Esther Gaide
Lead Independent Director



Véronique Laury



Héra Madiouni



Candace Matthews



Société M.B.D.
(Marie-Edmée Vallery-Radot)

Executive Committee (at the end of September 2025)



Rob Versloot
Chief Executive Officer



Alina Asiminei
Chief Commercial Officer,
International



David Cabero
Group Category Leader,
Stationery



François Clément-Grandcourt
General Manager, Group
Lighter



Haven Cockerham
Chief Commercial Officer,
North America



Gary Horsfield
Group Supply Chain Officer
Group Category Leader, Blade
Excellence



Alexandra Malak
Chief People and Workplace
Officer



Esther Wick
Group General Counsel
Board Secretary

