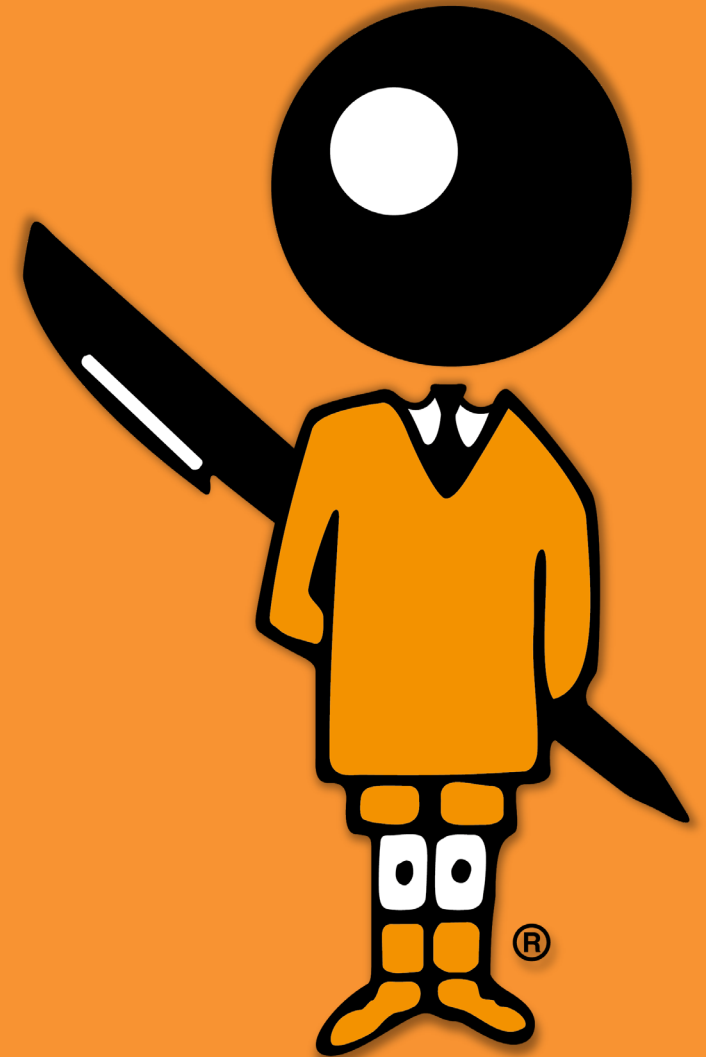


BIC Q3 & 9M 2025 Net Sales Presentation

October 29, 2025



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 risks borne by BIC appears in section “Risk Factors and Management” of BIC’s 2024 Universal Registration Document filed with the French financial markets authority (“AMF”) on March 27, 2025.





Key Takeaways

Rob Versloot
Chief Executive Officer

Q3 2025 Key Takeaways

- **Soft performance in Q3** with net sales growth at +0.3% at constant currency and -3.3% excluding Tangle Teezer
- **In the US**, net sales declines in shaver and lighter categories were partially offset by strong growth in core stationery
- **In other regions**, solid performance of value-added products and good Back-to-School seasons in several countries
- **Mixed performance of acquired businesses** with robust growth from Tangle Teezer and poor results of Skin Creative, Rocketbook and Cello
- Announced **divestiture of BIC's Cello** activities in India



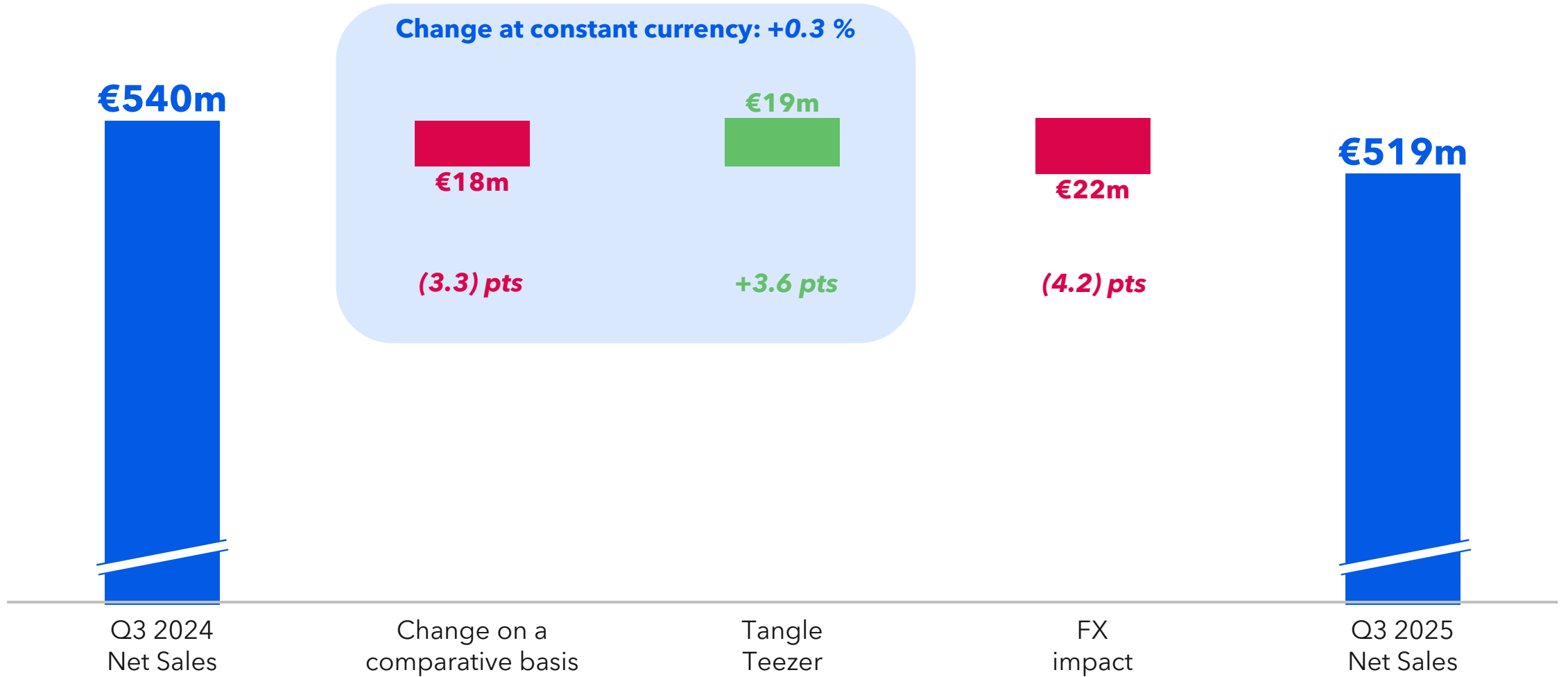


Net Sales Performance

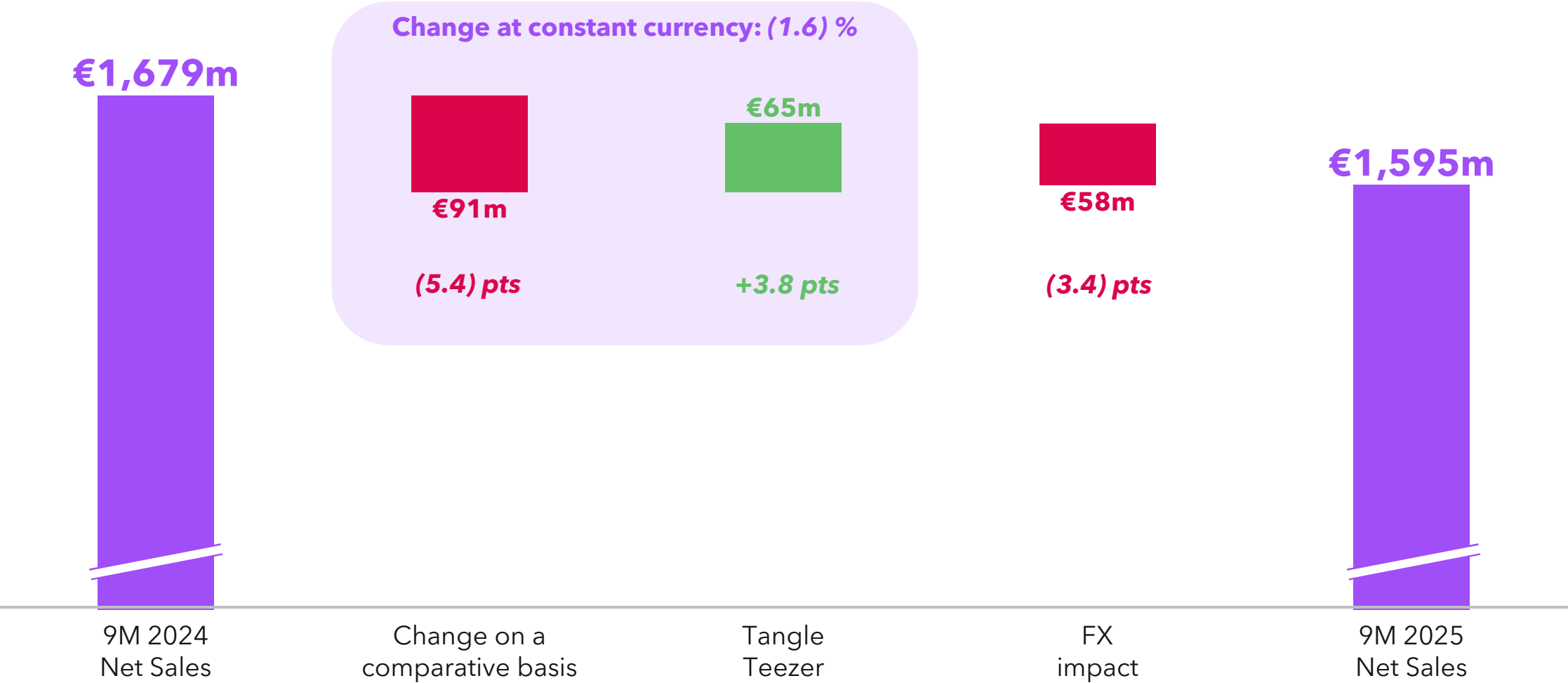
Chris Dayton
Interim Chief Financial Officer



Q3 2025 Net Sales Evolution



9M 2025 Net Sales Evolution



Q3 Performance - Human Expression

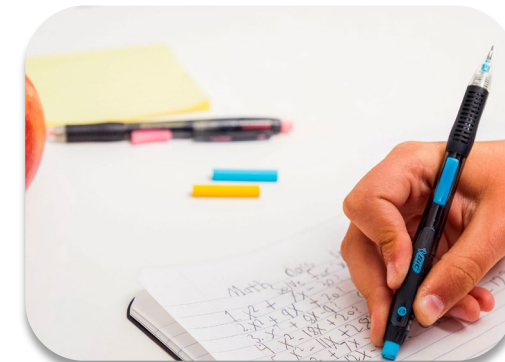
in million euros	Q3 2024	Q3 2025
Net Sales	200	192
Change as reported	(7.0) %	(4.0)%
Change on a comparative basis	(1.0) %	(0.5)%
Change on a constant currency basis	(1.0) %	(0.5)%

Robust performance during the Back-to-School season in **North America**

Continued competitive pressure in **Latin America**, despite improvement in Brazil

Europe

Solid Back-to-School in Eastern Europe, Germany and the UK, offset by **weaker performance** in Southern Europe



Q3 Performance - Flame for Life

<i>in million euros</i>	Q3 2024	Q3 2025
Net Sales	192	175
<i>Change as reported</i>	(4.3) %	(8.8)%
<i>Change on a comparative basis</i>	+1.3%	(4.3)%
Change on a constant currency basis	+1.3%	(4.3)%

Improvements in **US** market trends, but **performance remained challenging**

Europe
Strong growth in **value-added lighters** more than offset by **soft performance** in several countries

Challenging market trends and increased competitive intensity in **Latin America**



Q3 Performance - Blade Excellence

<i>in million euros</i>	Q3 2024	Q3 2025
Net Sales	142	146
<i>Change as reported</i>	+2.1%	+2.6%
<i>Change on a comparative basis</i>	+10.5%	(6.1)%
Change on a constant currency basis	+10.5%	+7.4%

Poor performance in North America with a declining US shavers' market

Continued growth in Europe due to further distribution gains and value-added products

Robust growth in Brazil partially offset by **weak performance in Mexico**

Double digit growth of Tangle Teezer, particularly in the US and Europe





2025 Outlook and Conclusion

Rob Versloot
Chief Executive Officer



2025 Outlook updated¹

Net sales growth
at constant
currency expected
to be **in the range**
of -1% to -1.5%

Adjusted EBIT
margin expected to
be **around 13.7%**

Free Cash Flow
expected to be
around €210
million

¹ Following thorough assessment of the tariffs landscape in the US, the outlook for 2025 now includes the full impact of tariffs



Appendix

9 Months 2025 Net Sales Breakdown

By Division



**Human
Expression** **38%**



**Flame for
Life** **33%**

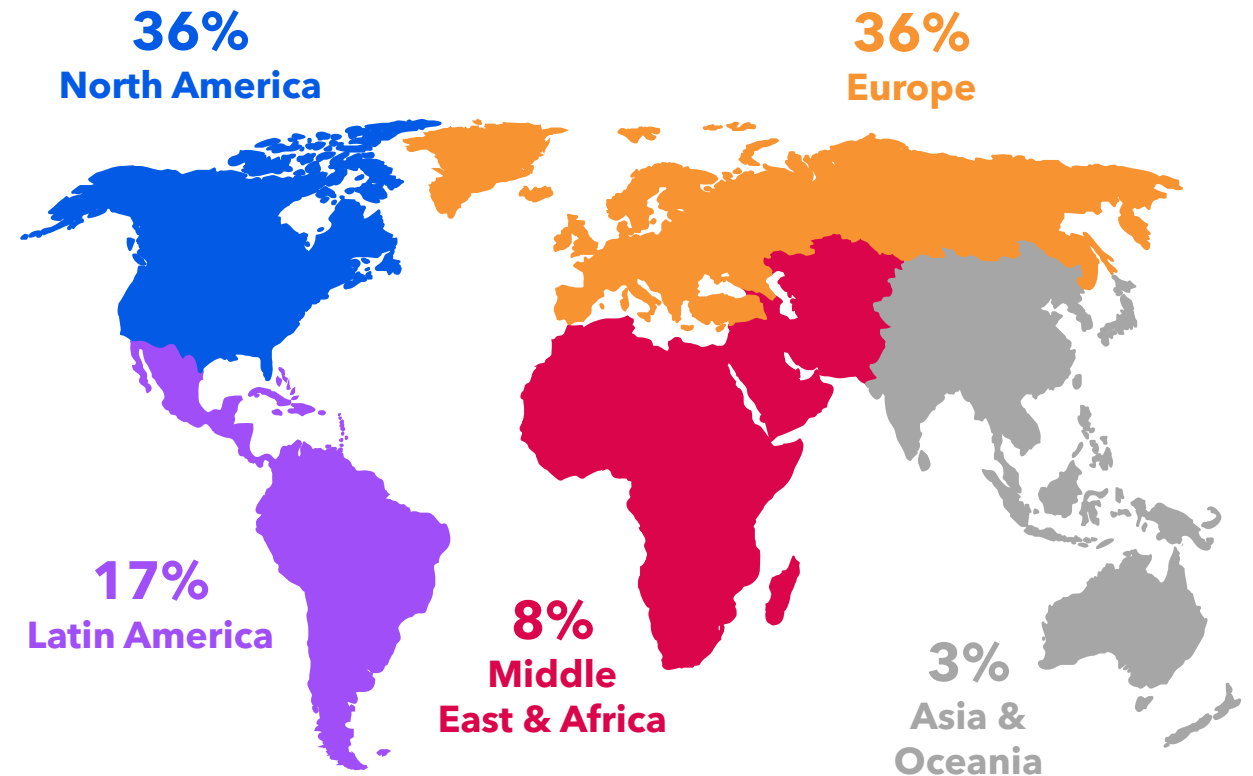


**Blade
Excellence** **28%**



**Other
products** **1%**

By Geography



9 Months 2025 Net Sales

Main Exchange Rate Evolution vs Euro

	% of net sales	Average rates		% change
		9M 2024	9M 2025	
US Dollar	36%	1.09	1.12	(2.8) %
Brazilian Real	8%	5.69	6.32	(9.9) %
Mexican Peso	5%	19.26	21.79	(11.6) %
Canadian Dollar	3%	1.48	1.56	(5.4) %
Australian Dollar	2%	1.64	1.74	(5.9) %
Argentine Peso ¹	1%	1,079.54	1,550.04	(30.4) %
Indian Rupee	1%	90.64	96.69	(6.3) %
South African Zar	1%	20.08	20.26	(0.9) %
Nigerian Naira	1%	1,574.43	1,752.77	(10.2) %
Non-Euro European countries:	13%			
British Pound		0.85	0.85	+0.1%
Russian Ruble		98.11	94.72	+3.6%
Polish Zloty		4.30	4.24	+1.5%
Turkish Lira		35.12	43.26	(18.8) %

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



Group Figures

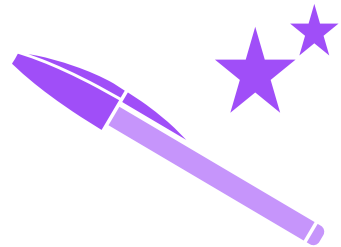
in million euros	Q1 23	Q2 23	H1 23	Q3 23	Q4 23	FY 23	Q1 24	Q2 24	H1 24	Q3 24	Q4 24	FY 24	Q1 25	Q2 25	H1 25	Q3 25
Net Sales	539	638	1,177	560	526	2,263	522	618	1,139	540	517	2,197	478	598	1,077	519
YoY change as reported	+4.5%	+4.4%	+4.4%	(3.4) %	(0.1) %	+1.3%	(3.2) %	(3.2) %	(3.2) %	(3.7) %	(1.6) %	(2.9) %	(8.3) %	(3.1) %	(5.5) %	(3.9) %
YoY change on a comparative basis	+3.8%	+9.2%	+6.8%	+7.2%	+15.9%	+9.0%	+5.9%	+1.1%	+3.3%	+2.7%	+2.9%	+3.1%	(10.9) %	(2.7) %	(6.4) %	(3.3) %
YoY change on a constant currency basis	+4.3%	+9.3%	+7.0%	+7.2%	+15.9%	+9.2%	+5.9%	+1.1%	+3.3%	+2.7%	+2.9%	+3.1%	(7.0) %	+1.4%	(2.4) %	+0.3%
EBIT	-	-	175	-	-	320	-	-	155	-	-	290	-	-	122	-
Adjusted EBIT	-	-	175	-	-	333	-	-	170	-	-	343	-	-	147	-
EBIT margin	-	-	14.8%	-	-	14.2%	-	-	13.6%	-	-	13.2%	-	-	11.3%	-
Adjusted EBIT margin	-	-	14.9%	-	-	14.7%	-	-	14.9%	-	-	15.6%	-	-	13.7%	-
Net Income Group Share	-	-	122	-	-	227	-	-	111	-	-	212	-	-	76	-
EPS Group Share	-	-	2.81	-	-	5.30	-	-	2.67	-	-	5.10	-	-	1.85	-



Group Quarterly Figures by Geography

in million euros	Q1 24	Q2 24	Q3 24	Q4 24	FY 24	Q1 25	Q2 25	Q3 25
Europe								
Net Sales	160	212	175	150	698	168	226	183
YoY change as reported	+5.8%	+5.0%	+2.6%	+6.0%	+4.8%	+4.7%	+6.6%	+4.6%
YoY change on a comparative basis	+10.1%	+7.7%	+2.7%	+7.0%	+6.8%	(3.5) %	(0.2) %	(0.9) %
YoY change on a constant currency basis	+10.1%	+7.7%	+2.7%	+7.0%	+6.8%	+4.7%	+6.8%	+5.6%
North America								
Net Sales	191	233	198	196	819	167	218	185
YoY change as reported	(12.3) %	(10.0) %	(4.5) %	(1.2) %	(7.3) %	(12.5) %	(6.7) %	(6.6) %
YoY change on a comparative basis	(11.3) %	(10.8) %	(3.6) %	(1.9) %	(7.2) %	(18.7) %	(7.2) %	(4.3) %
YoY change on a constant currency basis	(11.3) %	(10.8) %	(3.6) %	(1.9) %	(7.2) %	(14.8) %	(2.7) %	(0.4) %
Latin America								
Net Sales	111	107	99	107	425	87	92	91
YoY change as reported	+5.7%	(4.2) %	(14.6) %	(16.3) %	(8.0) %	(21.0) %	(14.3) %	(8.7) %
YoY change on a comparative basis	+35.8%	+12.8%	+12.1%	+1.4%	+14.6%	(10.2) %	+0.1%	(2.9) %
YoY change on a constant currency basis	+35.8%	+12.8%	+12.1%	+1.4%	+14.6%	(10.2) %	+0.1%	(2.9) %
Middle East and Africa								
Net Sales	40	41	45	36	162	38	42	42
YoY change as reported	(3.8) %	(0.1) %	+6.7%	+24.3%	+5.4%	(5.0) %	+2.6%	(7.0) %
YoY change on a comparative basis	+14.3%	+10.4%	+13.2%	+29.5%	+15.8%	(7.6) %	+6.2%	(4.8) %
YoY change on a constant currency basis	+14.3%	+10.4%	+13.2%	+29.5%	+15.8%	(7.6) %	+6.2%	(4.8) %
Asia & Oceania								
Net Sales	20	25	22	27	93	18	20	18
YoY change as reported	(14.7) %	+0.5%	(6.8) %	(3.3) %	(5.9) %	(8.2) %	(14.5) %	(19.7) %
YoY change on a comparative basis	(11.2) %	+1.8%	(6.3) %	(3.5) %	(4.7) %	(7.0) %	(8.6) %	(11.9) %
YoY change on a constant currency basis	(11.2) %	+1.8%	(6.3) %	(3.5) %	(4.7) %	(7.0) %	(8.6) %	(11.9) %





Human Expression

in million euros	Q1 23	Q2 23	H1 23	Q3 23	Q4 23	FY 23	Q1 24	Q2 24	H1 24	Q3 24	Q4 24	FY 24	Q1 25	Q2 25	H1 25	Q3 25
Net Sales	177	283	460	215	171	846	174	279	453	200	162	814	153	253	406	192
YoY change as reported	+5.4%	+4.9%	+5.1%	(4.7) %	(2.7) %	+0.8%	(2.0) %	(1.5) %	(1.7) %	(7.0) %	(5.4) %	(3.8) %	(11.9) %	(9.3) %	(10.3) %	(4.0) %
YoY change on a comparative basis	+7.2%	+9.2%	+8.4%	+4.3%	+20.2%	+9.8%	+12.2%	+2.3%	+6.1%	(1.0) %	(1.1) %	+2.9%	(10.5) %	(6.1) %	(7.8) %	(0.5) %
YoY change on a constant currency basis	+8.5%	+9.5%	+9.1%	+4.5%	+20.2%	+10.2%	+12.2%	+2.3%	+6.1%	(1.0) %	(1.1) %	+2.9%	(10.5) %	(6.1) %	(7.8) %	(0.5) %
EBIT	-	-	45	-	-	51	-	-	45	-	-	34	-	-	25	-
Adjusted EBIT	-	-	45	-	-	61	-	-	52	-	-	62	-	-	45	-
EBIT Margin	-	-	9.7%	-	-	6.0%	-	-	10.0%	-	-	4.1%	-	-	6.2%	-
Adjusted EBIT Margin	-	-	9.7%	-	-	7.2%	-	-	11.4%	-	-	7.6%	-	-	11.0%	-

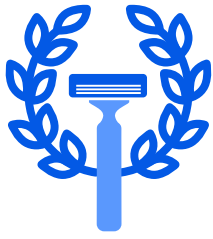




Flame For Life

in million euros	Q1 23	Q2 23	H1 23	Q3 23	Q4 23	FY 23	Q1 24	Q2 24	H1 24	Q3 24	Q4 24	FY 24	Q1 25	Q2 25	H1 25	Q3 25
Net Sales	228	206	434	200	217	852	207	195	402	192	216	810	172	183	354	175
YoY change as reported	+0.9%	(1.8) %	(0.4) %	(7.3) %	(1.1) %	(2.3) %	(9.4) %	(5.2) %	(7.4) %	(4.3) %	(0.5) %	(4.9) %	(17.1) %	(6.4) %	(11.9) %	(8.8) %
YoY change on a comparative basis	(1.3) %	+2.8%	+0.6%	+3.9%	+7.8%	+3.3%	(5.5) %	(2.0) %	(3.8) %	+1.3%	+3.0%	(0.9) %	(15.9) %	(0.9) %	(8.6) %	(4.3) %
YoY change on a constant currency basis	(1.3) %	+2.8%	+0.6 %	+3.9%	+7.8%	+3.3%	(5.5) %	(2.0) %	(3.8) %	+1.3%	+3.0%	(0.9) %	(15.9) %	(0.9) %	(8.6) %	(4.3) %
EBIT	-	-	153	-	-	289	-	-	121	-	-	263	-	-	101	-
Adjusted EBIT	-	-	153	-	-	290	-	-	127	-	-	269	-	-	101	-
EBIT Margin	-	-	35.2%	-	-	33.9%	-	-	30.1%	-	-	32.4%	-	-	28.6%	-
Adjusted EBIT Margin	-	-	35.3%	-	-	34.1%	-	-	31.5%	-	-	33.3%	-	-	28.6%	-





Blade Excellence

in million euros	Q1 23	Q2 23	H1 23	Q3 23	Q4 23	FY 23	Q1 24	Q2 24	H1 24	Q3 24	Q4 24	FY 24	Q1 25	Q2 25	H1 25	Q3 25
Net Sales	125	144	268	139	129	537	132	139	271	142	130	543	145	157	302	146
YoY change as reported	+9.9%	+13.3%	+11.7%	+4.9%	+4.4%	+8.0%	+6.2%	(3.6) %	+1.0%	+2.1%	+0.6%	+1.2%	+9.4%	+13.7%	+11.6%	+2.6%
YoY change on a comparative basis	+9.0%	+19.7%	+14.7%	+17.3%	+24.3%	+17.8%	+18.0%	+3.2%	+10.1%	+10.5%	+7.9%	+9.7%	(4.5) %	+1.6%	(1.4) %	(6.1) %
YoY change on a constant currency basis*	+9.0%	+19.7%	+14.7%	+17.3%	+24.3%	+17.8%	+18.0%	+3.2%	+10.1%	+10.5%	+7.9%	+9.7%	+11.0%	+19.9%	+15.6%	+7.4%
EBIT	-	-	20	-	-	67	-	-	35	-	-	83	-	-	39	-
Adjusted EBIT	-	-	20	-	-	68	-	-	38	-	-	101	-	-	45	-
EBIT Margin	-	-	7.6%	-	-	12.5%	-	-	13.0%	-	-	15.2%	-	-	12.8%	-
Adjusted EBIT Margin	-	-	7.6%	-	-	12.7%	-	-	14.1%	-	-	18.5%	-	-	14.7%	-

* Including Tangle Teezer for 2025





Other Products

in million euros	Q1 23	Q2 23	H1 23	Q3 23	Q4 23	FY 23	Q1 24	Q2 24	H1 24	Q3 24	Q4 24	FY 24	Q1 25	Q2 25	H1 25	Q3 25
Net Sales	8	6	14	6	9	29	8	5	14	7	9	30	9	5	14	7
YoY change as reported	+6.8%	+13.2%	+9.4%	+2.9%	+14.6%	+9.3%	+2.3%	(6.0) %	(1.2) %	+0.5%	+9.1%	+2.2%	+4.6%	(0.9) %	+2.4%	+2.0%
YoY change on a comparative basis	+7.4%	+14.5%	+10.3%	+4.4%	+15.5%	+10.4%	+2.4%	(6.0) %	(1.2) %	+0.4%	+9.0%	+2.2%	+4.6%	(1.2) %	+2.3%	+2.0%
YoY change on a constant currency basis	+7.4%	+14.5%	+10.3%	+4.4%	+15.5%	+10.4%	+2.4%	(6.0) %	(1.2) %	+0.4%	+9.0%	+2.2%	+4.6%	(1.2) %	+2.3%	+2.0%
EBIT	-	-	(1)	-	-	(1)	-	-	(2)	-	-	(4)	-	-	(1)	-
Adjusted EBIT	-	-	(1)	-	-	(1)	-	-	(2)	-	-	(4)	-	-	(1)	-



Glossary

- **Adjusted:** Adjusted means excluding non-recurring items
- **Constant currency basis:** Change at constant currency figures are calculated by translating the current year figures at prior year average exchange rates
- **Comparative basis:** Change at constant currency and constant perimeter
- **EBIT:** Earnings Before Interest and Taxes
- **Adjusted EBIT margin:** Adjusted EBIT as a percentage of Net Sales
- **EPS:** Earnings per share

