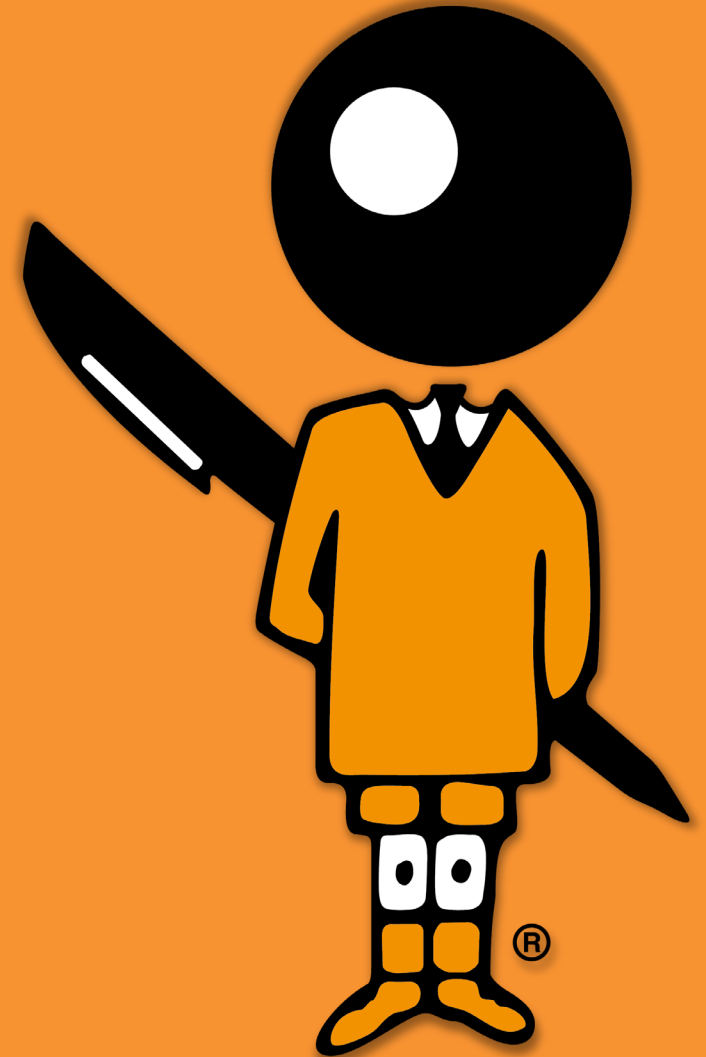


Investor Presentation

October 2025



BIC at a Glance



A world leader in creative expression, lighters and shavers

One of the **most recognized brands**, creating high **quality, safe, affordable, essentials**.

Trusted in
+160 countries

A consumer-centric brand, meeting rapidly changing needs

- **27 million** BIC products **bought daily**, driven by value and strong brand
- BIC is successfully **expanding** into new segments to meet **new needs**
- Strong track record for **growing above market rates** in all global territories
- **Blue chip** commercial and operational **capabilities** being deployed
- **Ambitious sustainable development** goals



BIC Key Financial Figures in 2024

>13,000

Team members

€2,197m

Net Sales

€343m

Adjusted EBIT¹

15.6%

Adjusted EBIT
Margin¹

€6.15

Adjusted EPS¹

€271m

Free Cash Flow²

€189m

Net Cash Position

€218m

Shareholder
Return³



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**

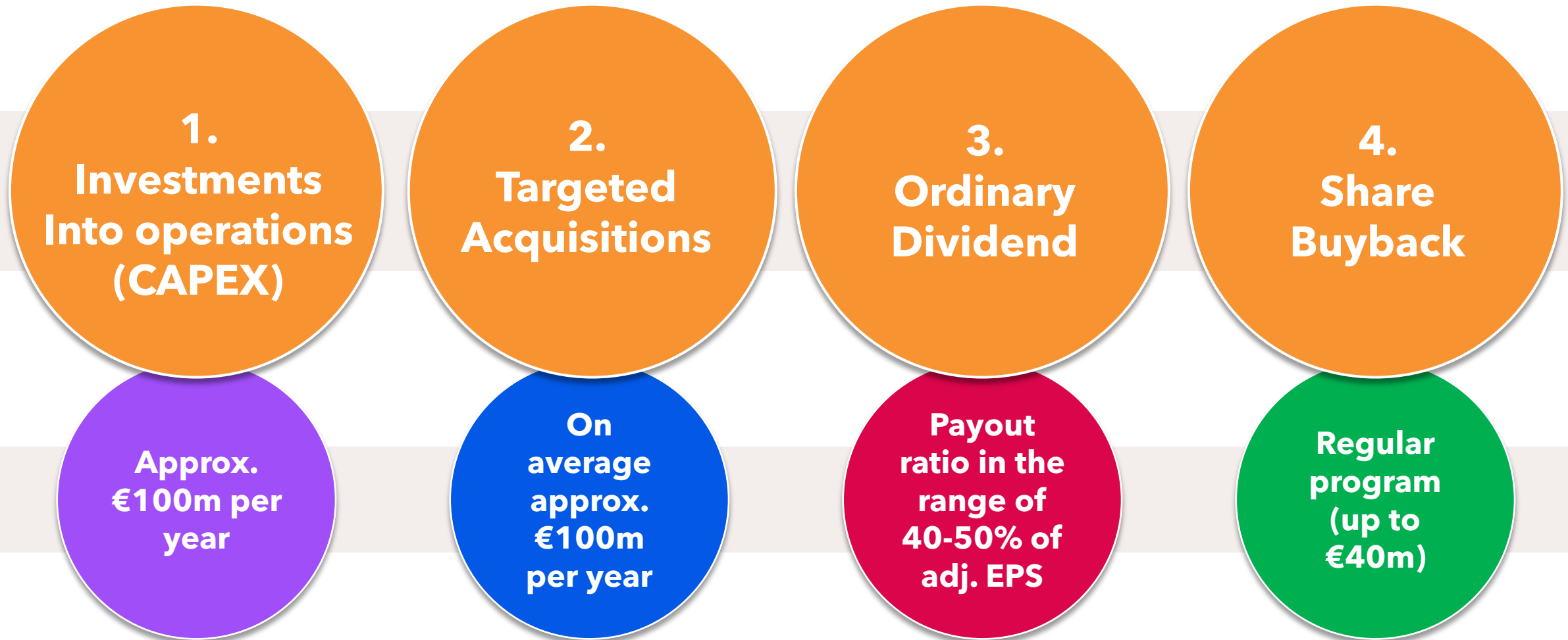
The *Horizon* strategic plan has 5 key objectives:

- 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



BIC's Capital Allocation Policy

Sustainable Growth and Shareholder Return



Sustained Shareholder Remuneration

€3.08

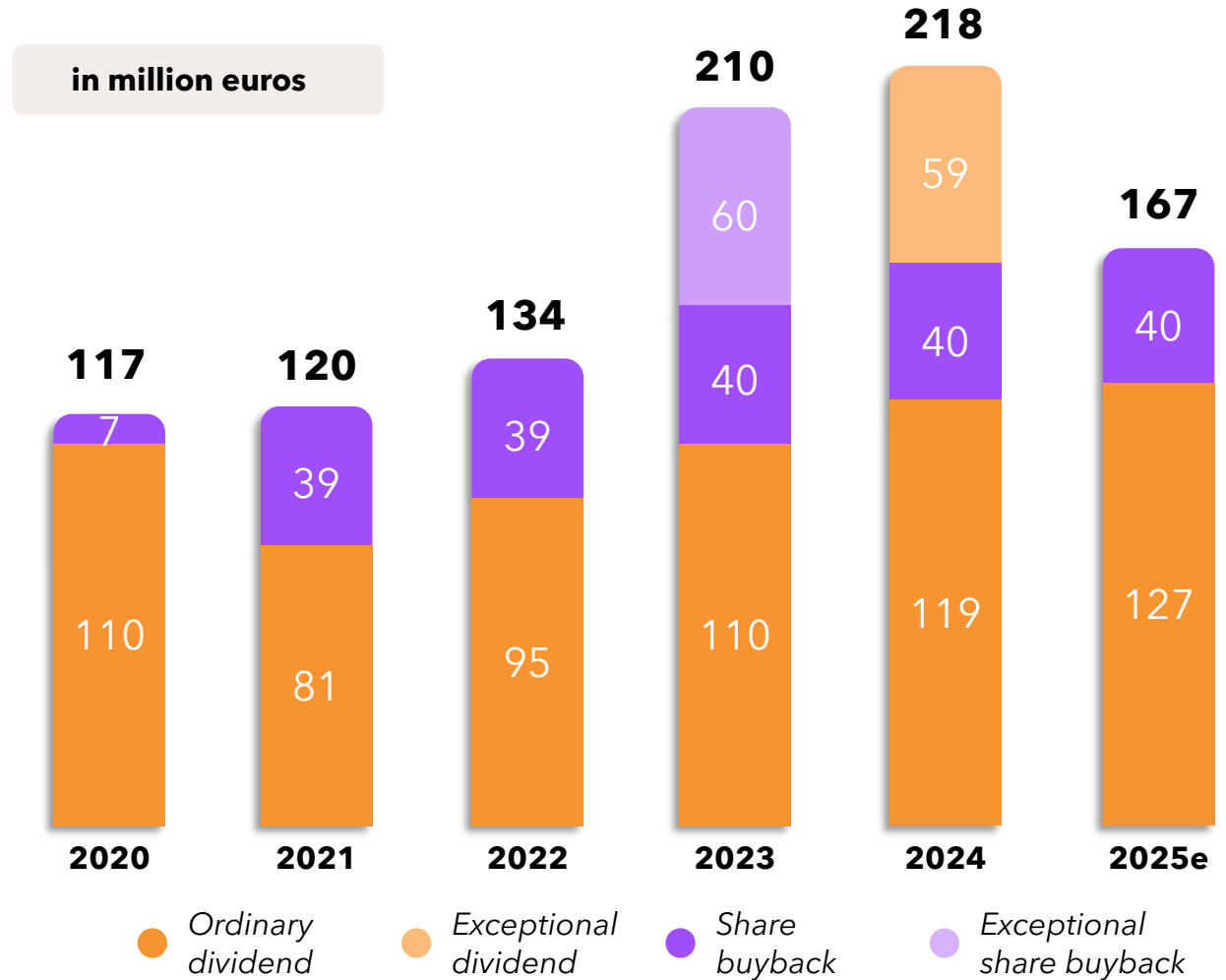
Ordinary Dividend¹
for 2024 fiscal year

50%

2024 Payout
ratio²

up to
€40m

2025 Share
buyback program



¹ Paid in June 2025 – based on 41,621,162 shares as of December 31, 2024 (excluding treasury shares)

² Dividend per share / Adjusted Group EPS



2025 Outlook¹

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 As of October 28, 2025. Including US tariffs

BIC in a nutshell



In tune with the times



Launch of the BIC® Cristal, the first high quality ballpoint pen

1950

International expansion in Europe, Latin America, Africa and North America

1954



First BIC® lighter

1973



First BIC® One-piece shaver

1975



Acquisition of graphite, coloring and marking business

1979



Acquisition of correction products in USA

1992



Acquisition of correction products in Europe

1997



Reusable Digital Notebooks

2020



Repaper.
by iskn

Digital Expression

2022



TANGLE
TEEZER

Premium detangling haircare company

2024

1998

Launch of first Utility Lighter



2009

Acquisition of Cello, leader of writing instruments in India



2018

Launch of the "Writing the Future, Together" sustainable development plan



2019

Acquisition of Lucky Stationery, Nigeria's leading writing instruments player



Premium Pocket Lighters



Launch of EZ Reach BIC's first pocket utility lighter in the US



2021

Creation of BIC's B2B business in the shaver category

BIC BLADE TECH®

USA's leading decal brand



Semi-permanent Tattoos

INKBOX®

2023

Launch of EZ Reach pocket utility lighter in Europe and Brazil



FY 2024 Net Sales Breakdown

By Division



**Human
Expression** **37%**



**Flame for
Life** **37%**

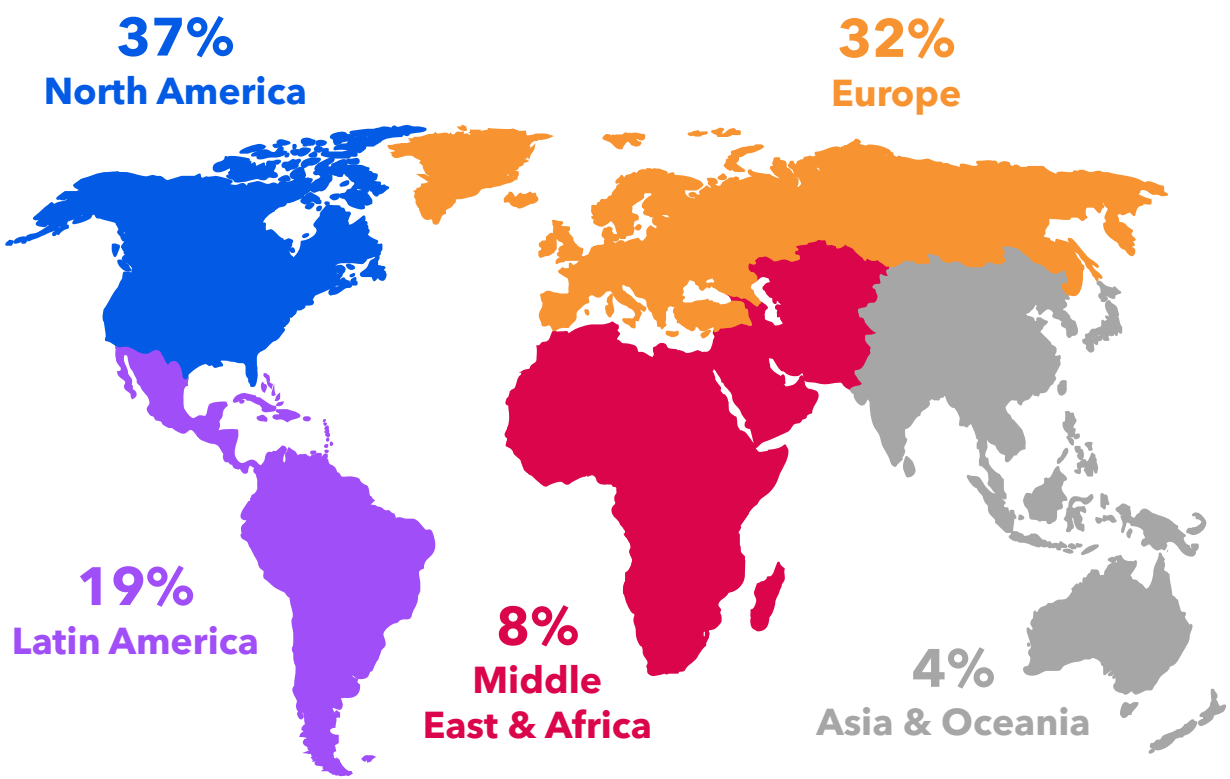


**Blade
Excellence** **25%**



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

By Geography



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



Worldwide Leadership Positions

Human Expression



#2 in total Stationery
(~9% market share in value¹)

#1 in Ball Pens

#1 Correction

#1 in Mechanical Pencils



Flame For Life



#1 in branded Lighters
(<50% market share in value¹)



Blade Excellence



#2 in One-Piece Shavers
(~24% market share in value¹)

#3 in total wet shave market
(~7% market share in value¹)



¹ Sources: Euromonitor 2023 and BIC Estimates. For Flame for Life, market share excludes Asia



Human Expression

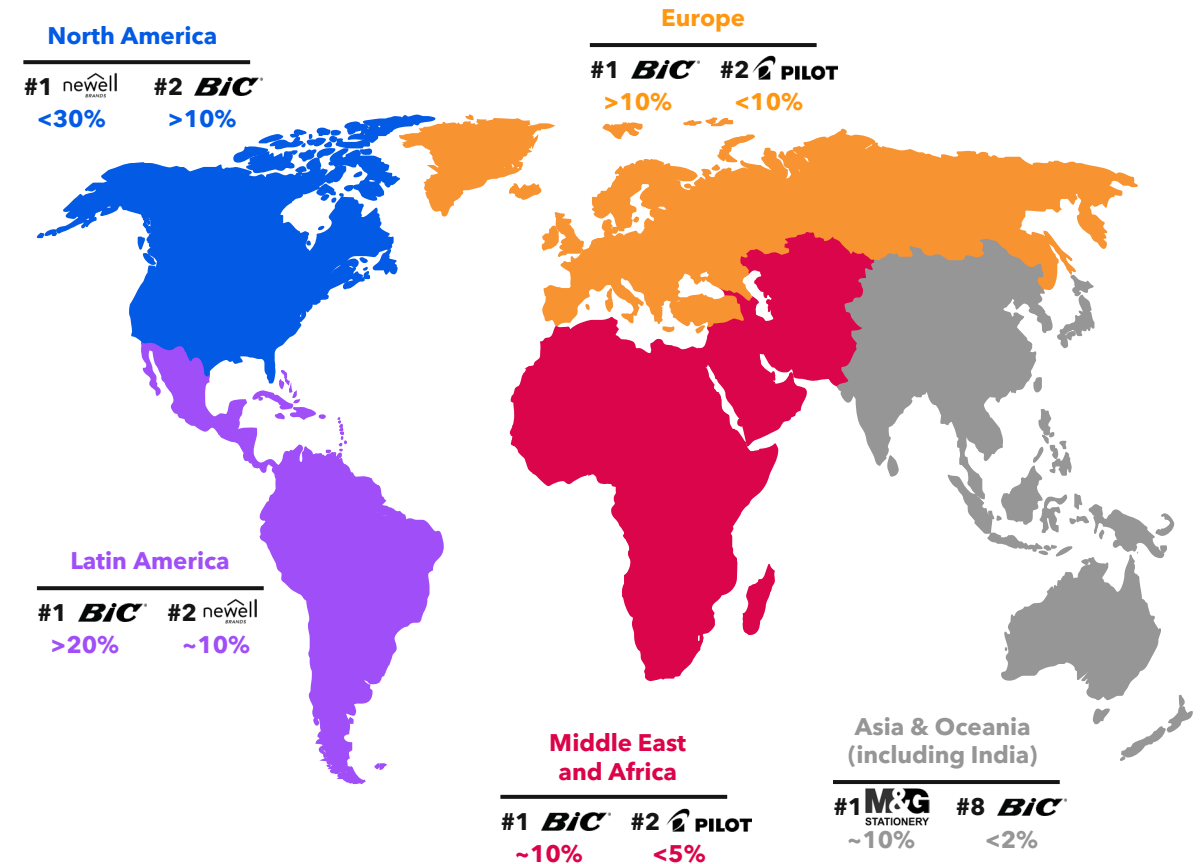


2024 net sales
€814m
+2.9% at CC¹

¹ on a constant currency basis

BIC's leadership position in Stationery

BIC Global Rank: #2 with ~9% share



Source: Market share in value, Euromonitor 2023 and BIC estimates for Writing instruments markets



Human Expression: BIC's adressable markets

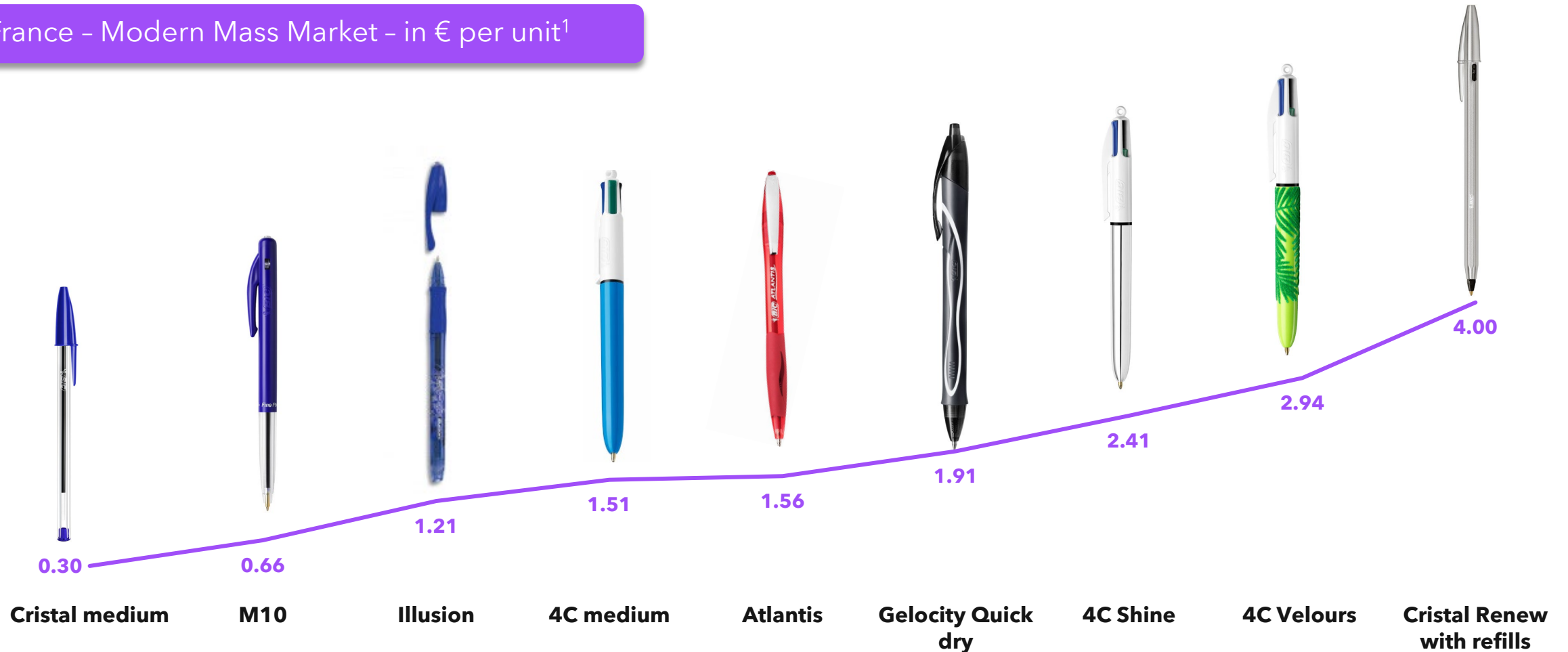
	Writing & Coloring Instruments	Arts & Crafts	Skin Creative	Digital Expression
Total Addressable Markets	€20.2bn	€11.6bn	€7.7bn	€6.6bn
Projection	+5.8% ¹ CAGR 2023-2027	+4.4% ¹ CAGR 2022-2027	"Do it Yourself" expected to grow to €1.3bn in 2035	+6.6% ¹ CAGR 2022-2027
Growth Drivers	Increased literacy rates and education	Kid's creative, Increased Teen and Adult Creative wishes	Self-Expression	Digitalization, increased needs and desire for sharing
Brands	  	  	  	  

¹ BIC Estimates 2023



Core Writing Instruments: From classic to added-value products

France - Modern Mass Market - in € per unit¹



¹ as of February 2025



Flame For Life

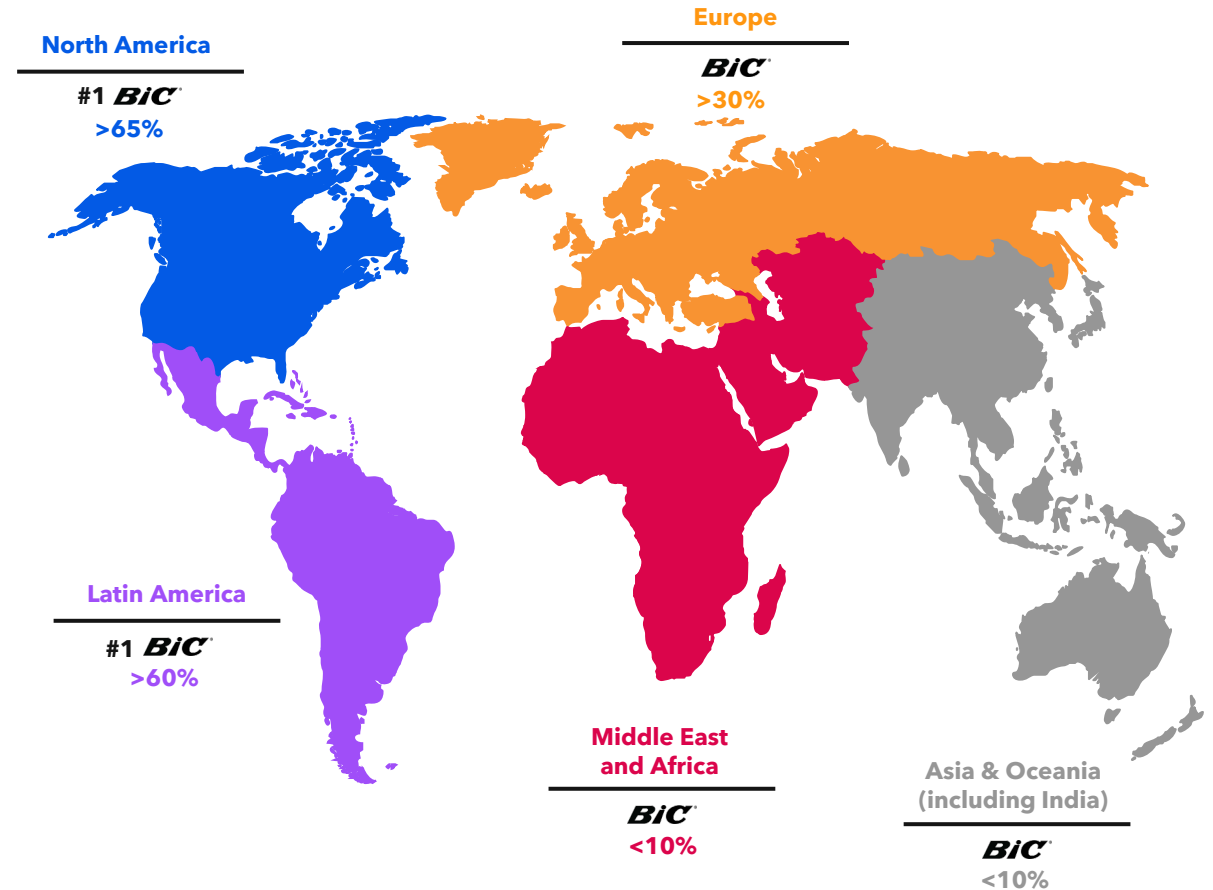


2024 net sales
€810m
(0.9)% at CC¹

¹ on a constant currency basis

BIC's leadership position in Lighters

BIC Global Rank: #1 with <50% share¹



Source: Market share in value excluding Asia, BIC estimates as of 2023 (the methodology has changed in 2023, and now includes 30 countries vs 17 previously)



Flame for Life: BIC's addressable markets

	Tobacco Usages	Selected Non-tobacco Usages		
		Candles	Barbecues	Gas oven
Total Addressable Markets	\$7.1bn ¹	\$6.8bn ²	\$6.4bn ³	More than 2/3 of Developed and Developing countries households are equipped with a stove, out of which 1/3 are gas stoves
Projection	+2.2% CAGR 2021-2025	+6.5% CAGR 2021-2028	+8.0% CAGR 2021-2023	
Growth Drivers	Premiumization, product innovation	At home well-being Lifestyle	Cooking Lifestyle	Cooking
Brands	    			

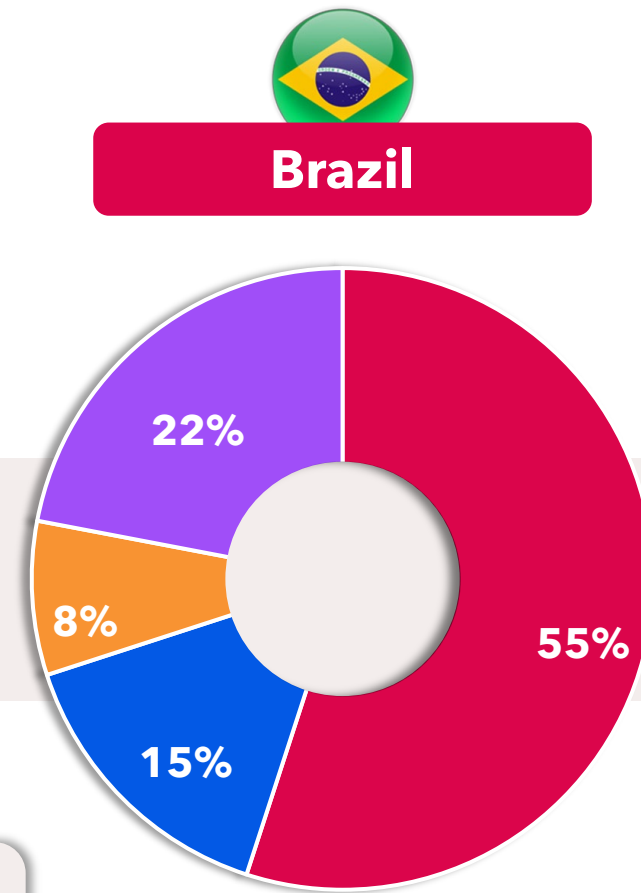
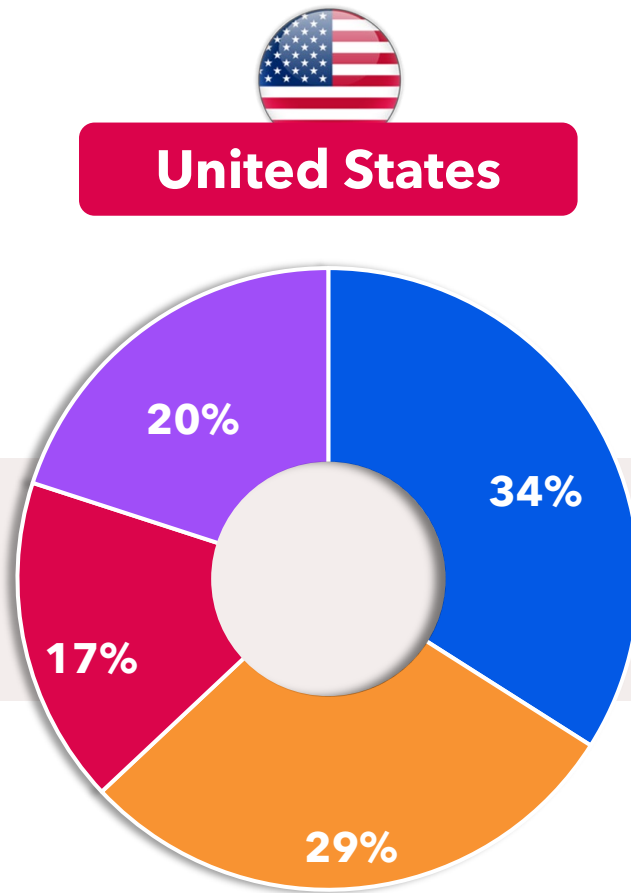
¹ Cigarettes and Cigars - Statista (2021)

² Vantage Market Research (2022)

³ Statista (July 2022)



Flame for Life: Breakdown of Flame Usages



- Smoking
- Candles & incense
- Barbecue, gas stove and gas oven
- Others (campfire, chimney, etc.)



Flame for Life: Towards a more value-added portfolio



¹ 2025 list price in France and the US



Blade Excellence

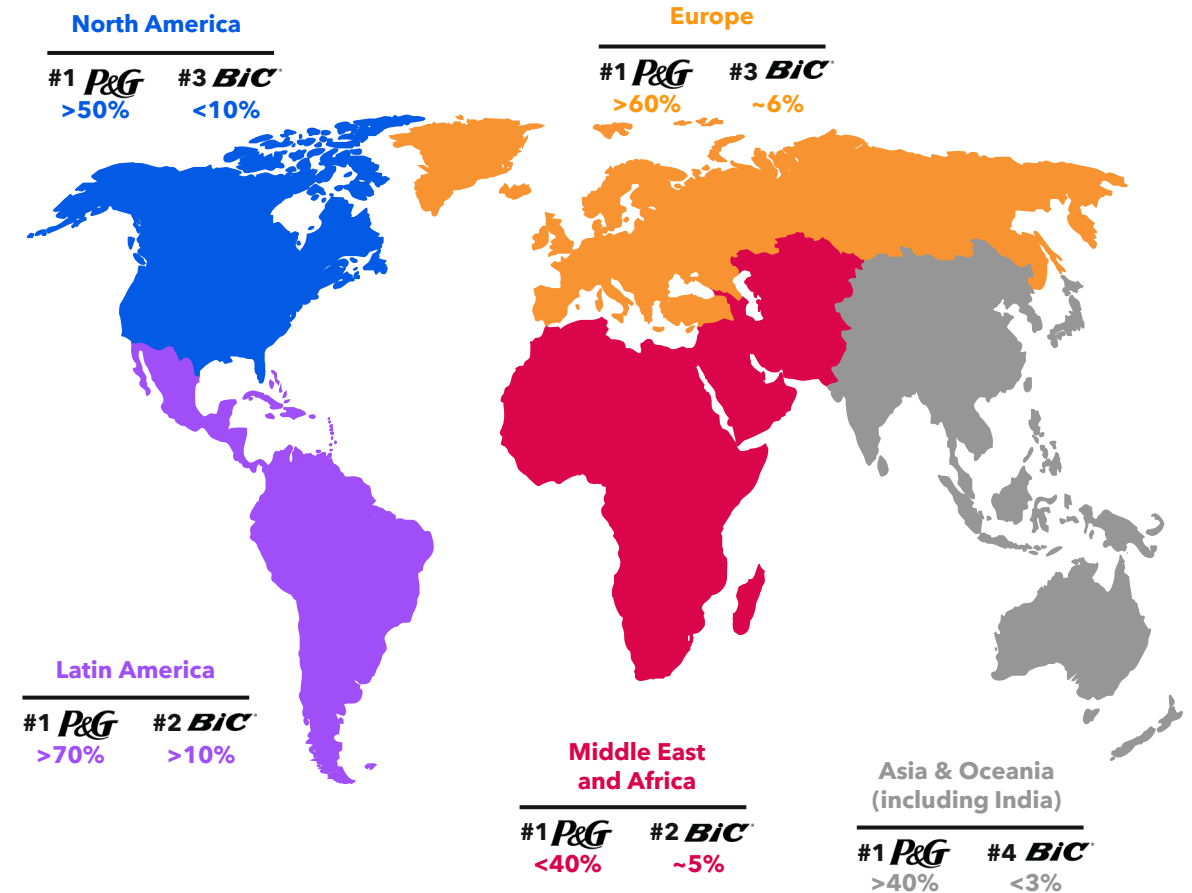


2024 net sales
€543m
+9.7% at CC¹

¹ on a constant currency basis

BIC's leadership position in Shavers

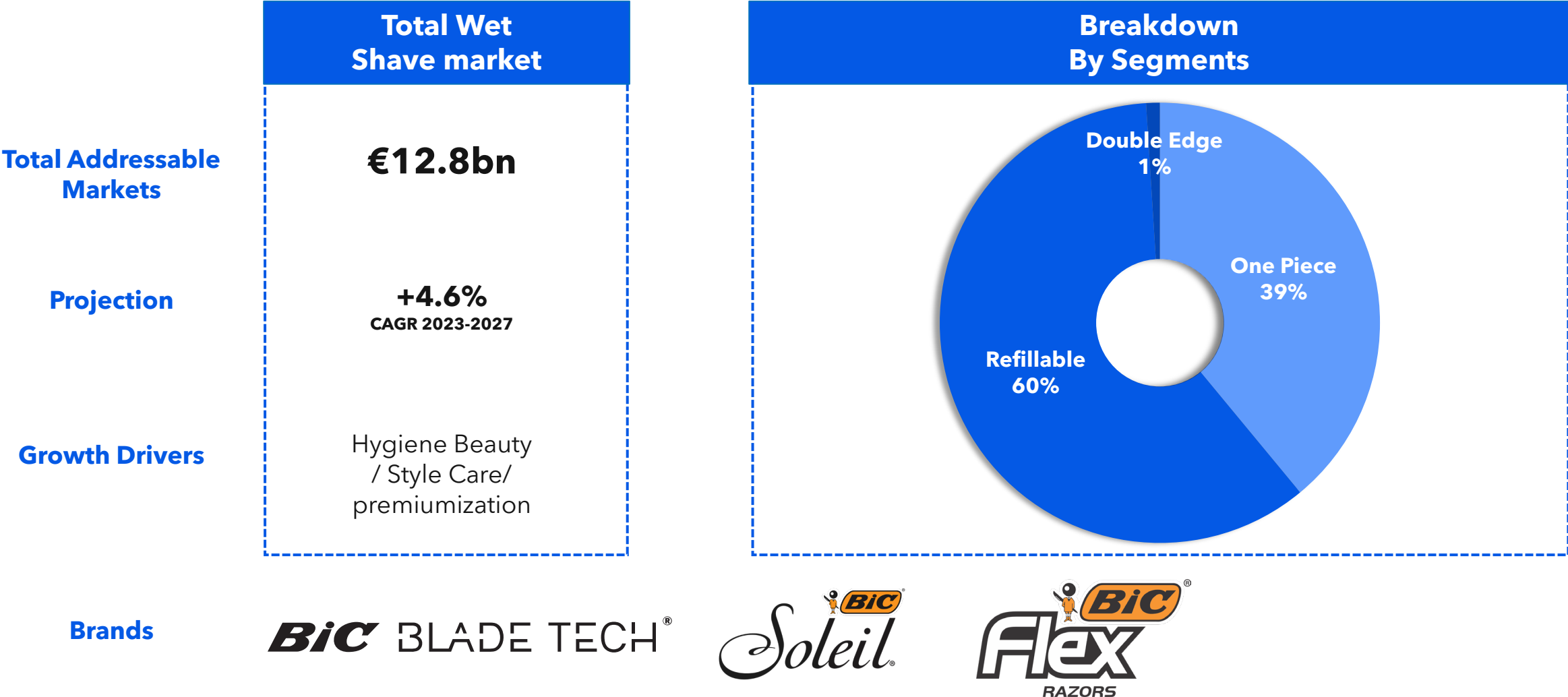
BIC Global Rank: #3 in total wet shave with ~7% share¹
#2 in One-Piece Shavers with ~24% share



Source: Market share in value, NIQ & IRI 2023, total wet shave market



Blade Excellence: BIC's addressable markets

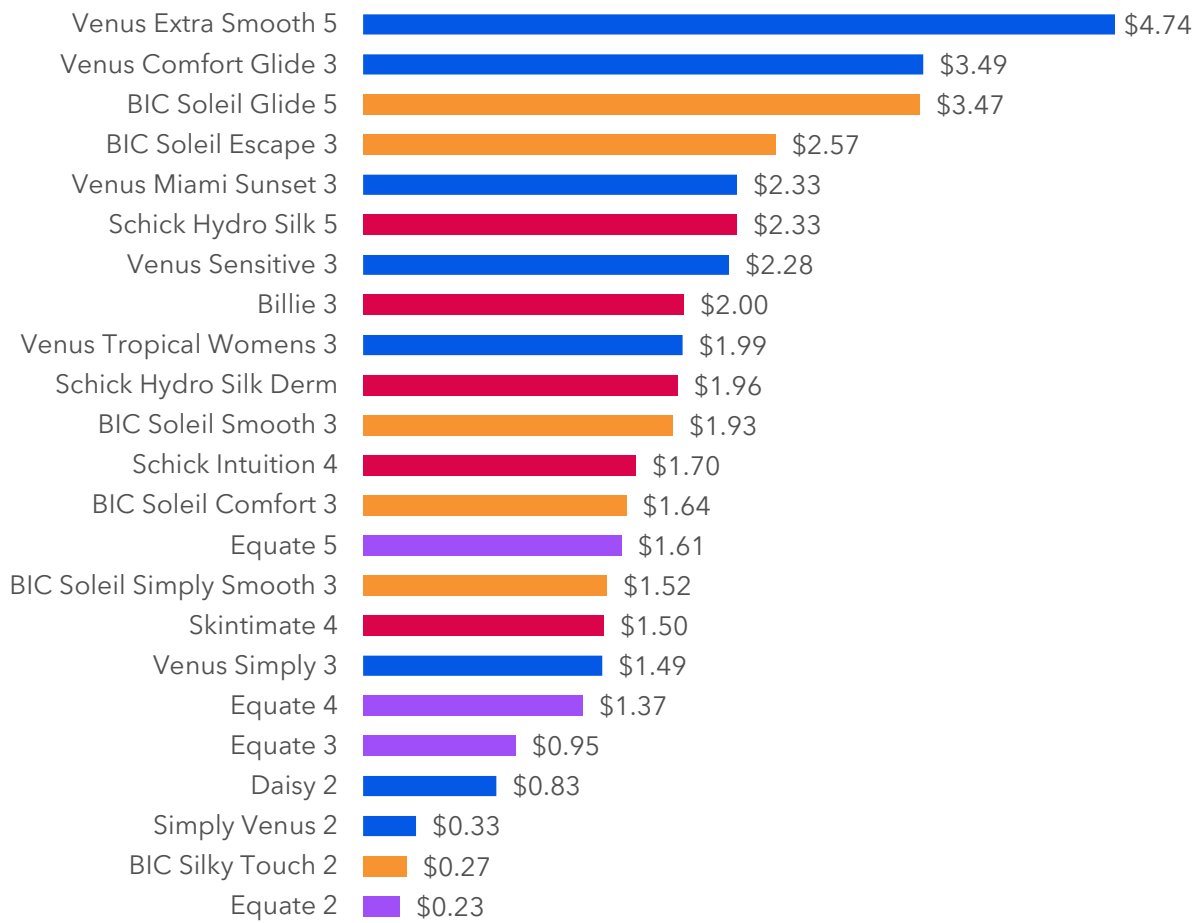


Source: Euromonitor 2023

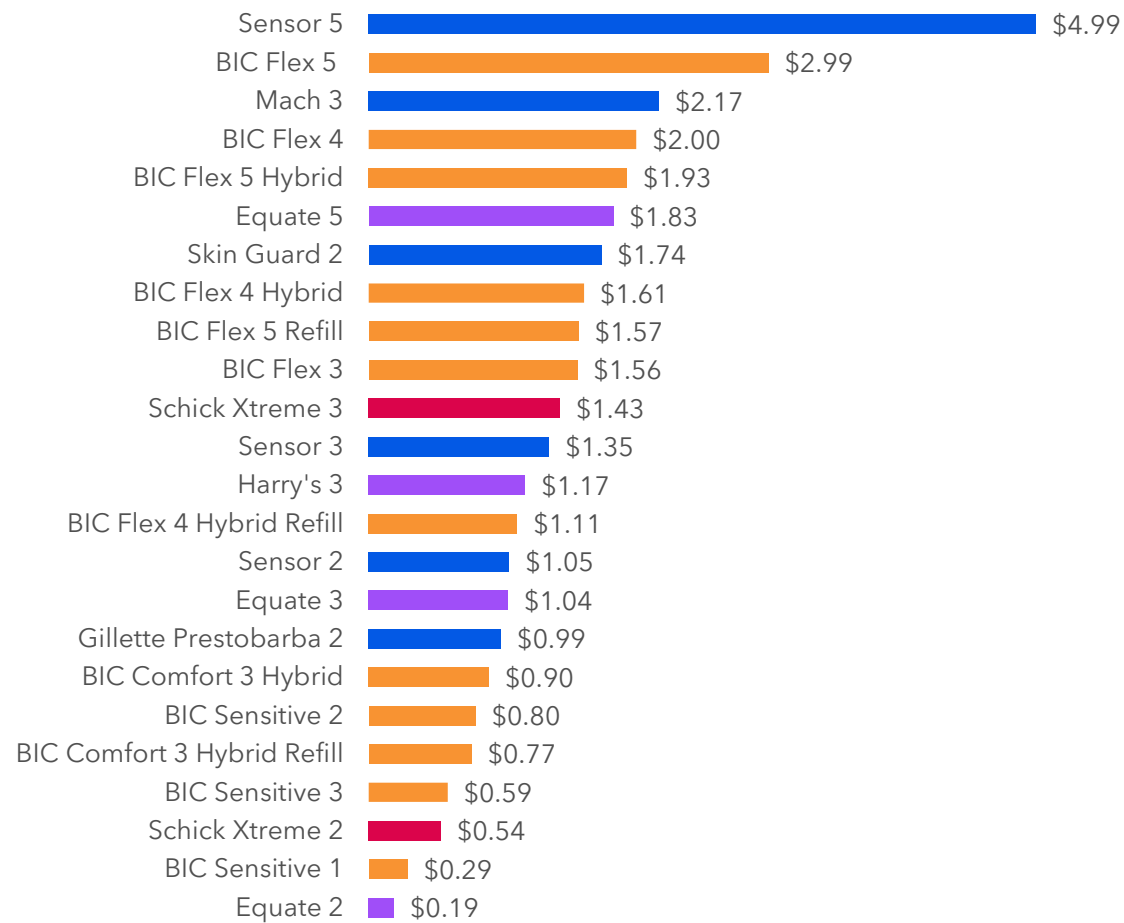


BIC's value for money portfolio¹

Women's shaver range



Men's shaver range



¹ Walmart US - Price per unit - 2025



BIC BLADE TECH[®]

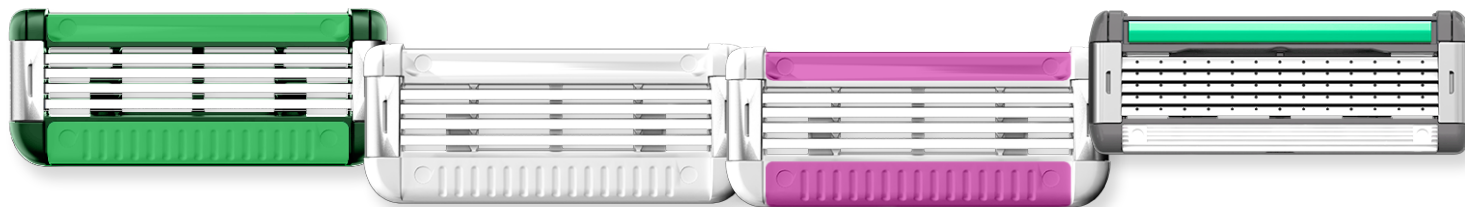
BIC's B2B business, created in 2021,
offering shaving solutions to other brands

Aimed at **leveraging**:

- BIC's **leadership position**
- BIC's **manufacturing excellence**

Offering a large **variety of customizable products**:

- Components
(like cutting-edge blade heads and a diverse range of razor handles)
- Turnkey services
(like packaged finished products)



Tangle Teezer®: a Fast-Growing and Premium Detangling Haircare Brand

**TANGLE
TEEZER®**

**Large & fast-growing
total addressable market**

**€4.5bn
+10% CAGR¹**

Omni-channel distribution model

**>20%
eCommerce
from direct sales**

**Comprehensive product range
with strong brand recognition**

**#1 share in the UK²
#4 share in the US²**

**Best-in-class management
team with longstanding expertise**

**Broad experience
in the Personal
Grooming industry**

**Globally recognized platform with
diverse and engaged customer base**

**4.7 / 5.0
Average review on
Amazon**

Superior financial profile

**Accretive to
BIC's margins**

¹ Company estimates, CAGR 2023-2027

² Market share in value. Source: POS for the UK and Nielsen for the US



A Comprehensive Product Range with a Global Footprint

TANGLE
TEEZER®

Diversified product range¹

c.75%
Core Detangling



FY 2024
Net Sales
>€70m

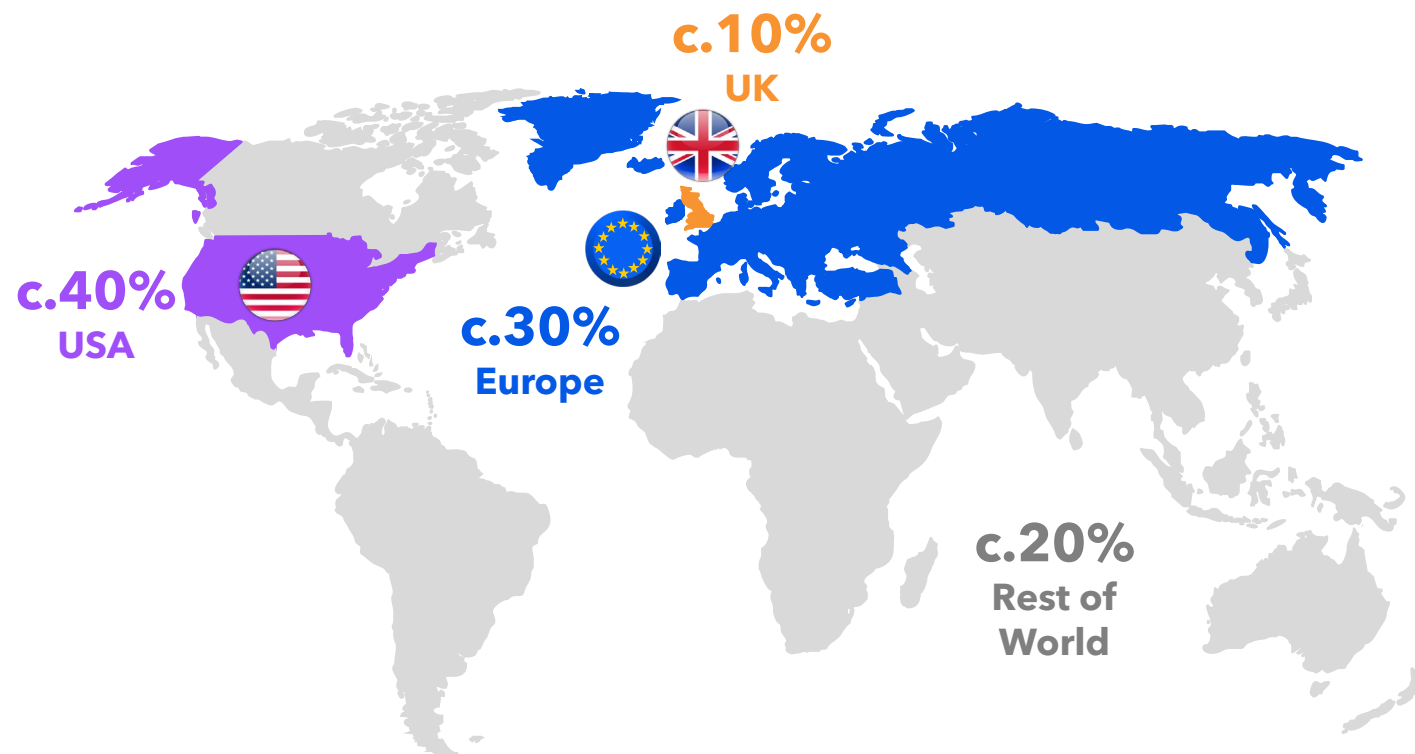
c.15%
Styling, Blow-drying,
Pet Care & others



c.10%
On-the-Go



A truly global brand¹



¹ 2024 Net Sales



Net Sales Performance

Q3 & 9M 2025

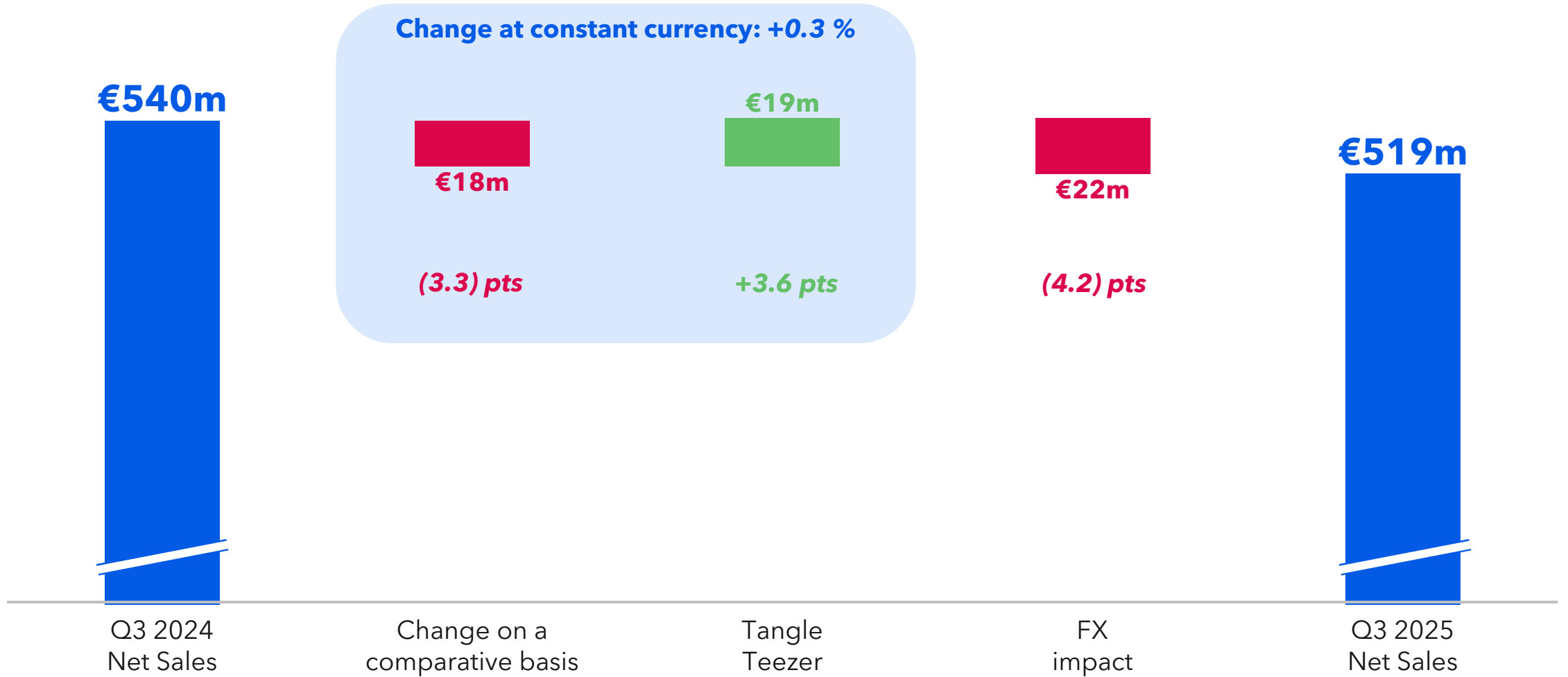


Q3 2025 Key Takeaways

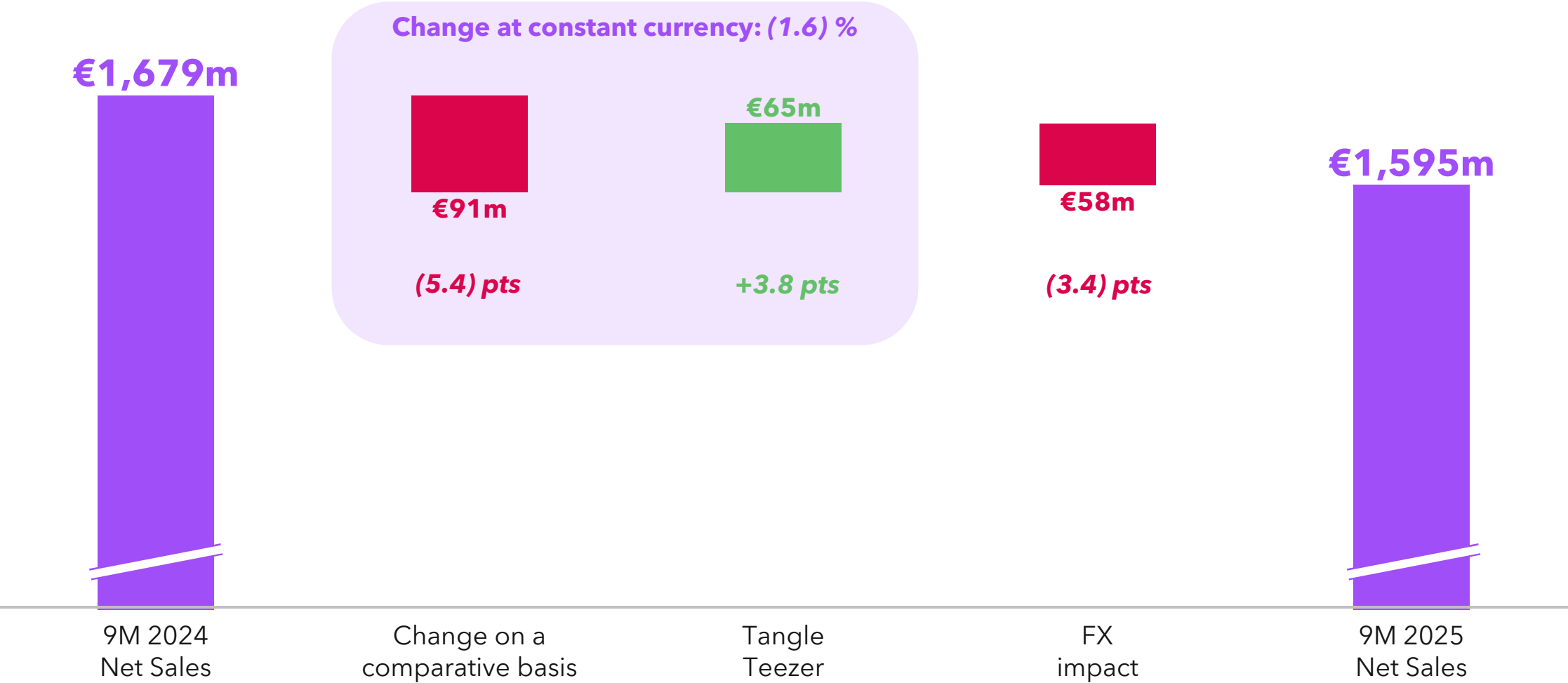
- **Soft performance in Q3** with net sales growth at +0.3% at constant currency and -3.3% excluding Tangle Teezer
- **In the US**, net sales declines in shaver and lighter categories were partially offset by strong growth in core stationery
- **In other regions**, solid performance of value-added products 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



Q3 2025 Net Sales Evolution



9M 2025 Net Sales Evolution



Q3 Performance - Human Expression

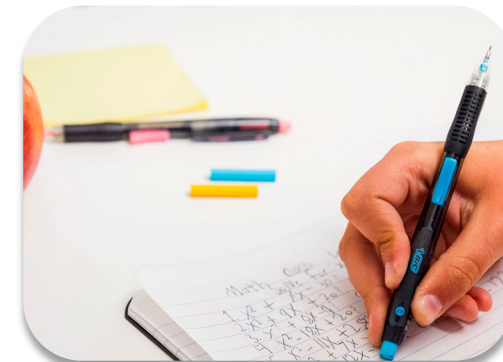
in million euros	Q3 2024	Q3 2025
Net Sales	200	192
Change as reported	(7.0) %	(4.0)%
Change on a comparative basis	(1.0) %	(0.5)%
Change on a constant currency basis	(1.0) %	(0.5)%

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)%
<i>Change on a constant currency basis</i>	+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



Corporate Social Responsibility & Sustainable Development



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 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 ESG Program and Objectives¹

85%
of all consumer plastic packaging is reusable, recyclable, or compostable

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

Estimated **210m**
children have improved learning conditions since 2018

Target: improve learning conditions for 250 million children globally 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

81%
of BIC sites with zero lost-time incident

Target: zero accidents across all operations 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



92%
of electricity used in our own operations is renewable

Target: reach 100% renewable electricity by 2025

8%
of non-virgin petroleum plastic in products

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

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

¹ Key 2024 achievements
² Versus 2019 baseline year

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



CDP Score:

- "B for Climate"



MSCI Rating:

- "AAA"

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

**French Business
Climate Pledge
member**



ISS ESG Corporate Rating:

- "C+"

S&P Global

S&P Global ESG Score:

- "48"

¹ Updated as of February 2025

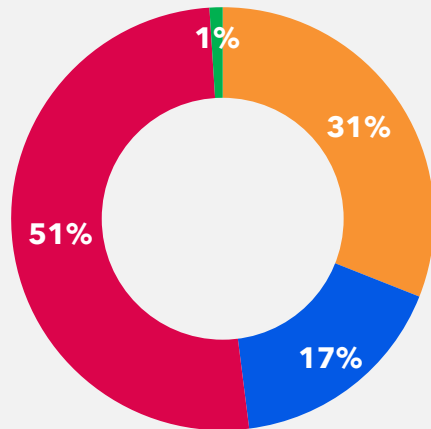


Governance



A Family-Controlled Company with Solid Corporate Governance

Shareholding Structure



Bich family



Dec. 2024

Board of Directors



12
Directors



40%
Independents¹



60%
Women¹



6
Nationalities

Sep. 2025

Executive Committee



8
Members



38%
Women



7
Nationalities

Sep. 2025

¹ Excluding directors representing employees according to recommendation n°10 of the AFEP-MEDEF Corporate Governance Code.
In accordance with French law, directors who represent employees are not included in the figures used to calculate the percentage of women on the Board.



Board of Directors (at the end of September 2025)

Non-Executive Chair



Édouard Bich

Chief Executive Officer



Rob Versloot

Committees



Nominations, Governance and CSR



Audit



Remuneration

(C)

Chair of committee

Directors



Independent director



Director representing the employees



Albert Baladi



Geoffroy Bich



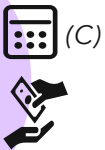
Marie-Aimée Bich-Dufour



Carole Callebaut Piwnica



Sébastien Drecq



Lead Independent Director



Esther Gaide



Véronique Laury



Héra Madiouni



Candace Matthews



Société M.B.D.¹

¹ Represented by 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



Appendix



Group Figures

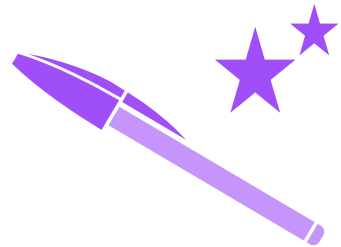
in million euros	Q1 23	Q2 23	H1 23	Q3 23	Q4 23	FY 23	Q1 24	Q2 24	H1 24	Q3 24	Q4 24	FY 24	Q1 25	Q2 25	H1 25	Q3 25
Net Sales	539	638	1,177	560	526	2,263	522	618	1,139	540	517	2,197	478	598	1,077	519
YoY change as reported	+4.5%	+4.4%	+4.4%	(3.4) %	(0.1) %	+1.3%	(3.2) %	(3.2) %	(3.2) %	(3.7) %	(1.6) %	(2.9) %	(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%	-

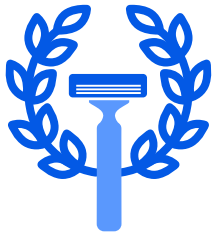




Flame For Life

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)	-



Unallocated Costs

in million euros	H1 23	FY 23	H1 24	FY 24	H1 25
EBIT	(42)	(85)	(44)	(85)	(42)
Adjusted EBIT	(42)	(85)	(45)	(85)	(43)



Capital and Voting Rights

As of September 30, 2025, the total number of issued shares of Société BIC is 41,621,162 shares, representing:

- 58,335,474 voting rights
- 57,788,448 voting rights excluding shares without voting rights



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 currencies and constant perimeter
- **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)



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.

