



Factsheet 2025



>11,000¹

Team members

18

Manufacturing sites

5

Continents

26 million

BIC® products sold every day

A world leader in stationery, lighter, shaver and hairbrush products, BIC brings simplicity and joy to everyday life. For 80 years, the Company has honored the tradition of providing high-quality, affordable, essential products to consumers everywhere.

Through this unwavering dedication, BIC has become one of the most recognized brands and is a trademark registered worldwide. Today, BIC products are sold in more than 160 countries around the world.

OUR MISSION

“We create high-quality, safe, affordable, essential products, trusted by everyone”



BIC's diversified portfolio of brands



#2
global writing instrument
manufacturer with a
~8% market share²



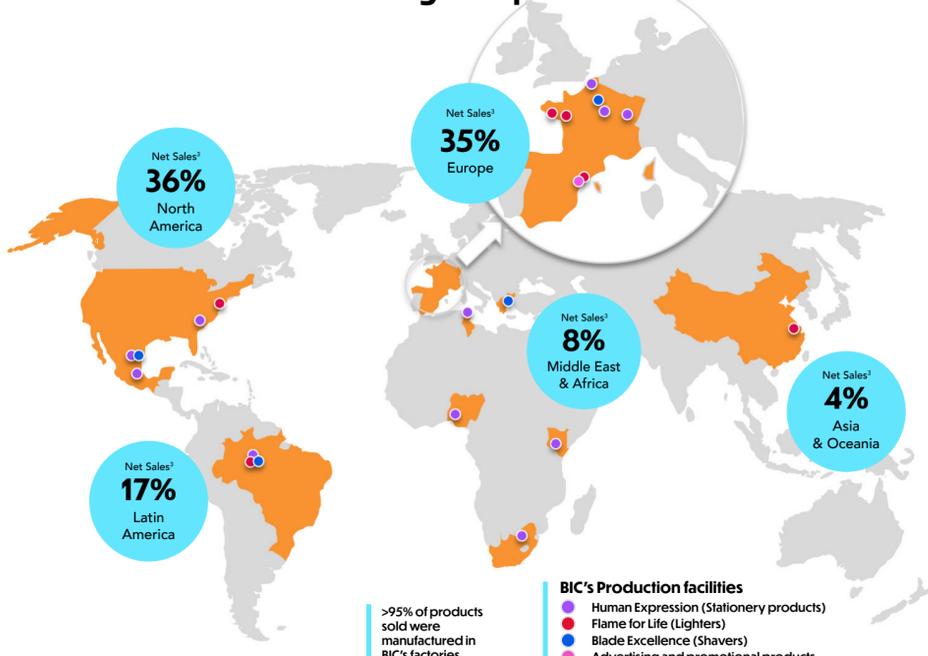
#1
global branded lighter
manufacturer



#2
global One-2 shaver
manufacturer with a
~23% market share²



Worldwide Manufacturing Footprint



2025 Key Financial Figures

€2,090m Net sales

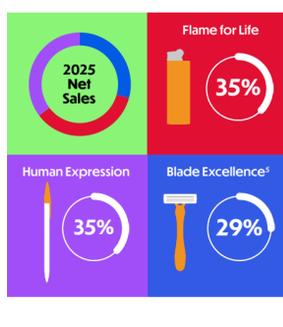
13.6% aEBIT margin

€4.74 Adjusted EPS

€2.40 Dividend per share⁴

€234m Net cash position

€222m Free cash flow



Long-term financial performance

Net Sales Evolution (€m)



Free Cash Flow (€m)



¹ BIC workforce includes permanent employees, fixed-term contracts and agency temporary staff.

² Sources: For stationery, Euromonitor 2024, in value. For lighters, BIC estimates, in value, excluding China. For shavers, NIQ & Circina 2024, in value.

³ % of 2025 net sales.

⁴ Representing an estimated amount of €98m. Payable in June 2026, subject to the May 2026 AGM approval – based on 40,861,314 shares as of December 31, 2025 excluding treasury shares.

⁵ Including Tangle Teezer.

Tangle Teezer

- Solid double-digit growth across all key markets and markets in 2025
- 4.1 pts contribution to Group's growth in 2025
- Outperforming the hairbrush category in all main markets
- Success of new products supported by key marketing campaigns and partnerships
- First Tangle Teezer brushes produced in BIC's factories in December 2025

NET SALES



MARKET POSITIONING



Sources:

¹ Share of Tangle Teezer 2025 Net Sales by region.

² Market share in value. Source: Nielsen (UK) and Circina (US).

Key Non-Financial Figures

100%

of cardboard packaging comes from a certified and/or recycled source.

-47%

reduction in Scope 1 GHG emissions versus 2019.

-4%

reduction of lost time incidents in BIC facilities in 2025 versus 2024.

245M

245 million children whose learning conditions we have improved¹.

¹ Sources: Cumulative estimated number since 2018.

2025 Commitments to Sustainable Development



- Fostering sustainable innovation in BIC products:**
We are focused on creating simple, inventive products, designed to use more sustainable raw materials and provide longer lasting performance. We strive to optimize existing products and packaging and to create more sustainable innovation for the future.
- Acting against climate change:**
We deploy a global approach to energy consumption, prioritizing energy efficiency and the use of renewable energy sources. This contributes to cost control and reduces our carbon footprint.
- Creating and maintaining a safe working environment:**
Our commitment to ongoing improvement of the safety, health and well-being of our team members is a priority for us.
- Proactively involving suppliers:**
Being a responsible company requires control of our entire value chain. Our purchasing team analyzes all risks and selects and collaborates with our most strategic suppliers on implementing a responsible approach.
- Improving lives through education:**
Education has the power to change the world. We are passionate in our work to ensure that children around the world have access to education.

Board of Directors¹

Édouard Bich
Non-Executive Chair and Director

Rob Versloot
Director and Chief Executive Officer

Albert Baladi
Independent Director

Geoffroy Bich
Director

Marie-Aimée Bich-Dufour
Director

Sébastien Drecq
Director Representing the Employees

Esther Gaide
Lead Independent Director

Karen Guerra
Independent Director

Véronique Laury
Director

Héla Madiouni
Director Representing the Employees

Candace Matthews
Independent Director

Marie-Edmée Vallery-Radot
Director representing Société M.B.D.

Shareholding structure

As of December 31, 2025, the total number of issued shares of SOCIÉTÉ BIC was 40,861,314, representing 57,596,814 voting rights

46% Bich Family Voting rights: 60%

54% Public

<1% Treasury shares



Executive Committee¹

Rob Versloot
Chief Executive Officer

Alina Asiminei
Chief Commercial Officer, International

David Cabero
Chief Growth Officer

François Clément-Grandcourt
Chief Business Development, Sustainability and Public Affairs Officer

Haven Cockerham
Chief Commercial Officer, North America

Grégory Lambertie
Chief Financial and Digital Officer

Alexandra Malak
Chief People, Communications and Workplace Officer

6 nationalities

29% women

7 members

¹ Board of Directors as of February 25, 2026. Executive Committee effective starting April 1, 2026.

² 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.

³ Excluding Directors representing employees according to recommendation n°10 of the AFEF-MEDEF Corporate Governance Code.

2025 Capital Allocation Policy

Fund Profitable Growth

Investment into Operations

Targeted Acquisitions

Ensure Sustainable Shareholder Returns

Ordinary Dividend

40% to 50% Payout Ratio

Regular Share Buyback up to €40M annually

Long-Term Value Creation

- 01 Consumer-Centric Brands
- 02 Open and Responsible Innovation
- 03 Efficient, Reliable and Sustainable Global Supply Chain
- 04 Commercial Excellence

Accelerated growth

Strong cash generation

Sustainable shareholder returns

Sustained and Balanced Long Term Value Creation for All Stakeholders

Talented and engaged teams