



# ESG Investor Presentation

BIC - March 2026



# BIC at a glance

## Our Products

High Quality

Affordable

Essential

Trusted by Everyone

Long lasting

## Our Brands



## Worldwide Leadership



**#2 Human Expression**  
writing instrument manufacturer with a ~8% market share in value<sup>1</sup>

**35%**  
of 2025 Group net sales



**#1 Flame for Life**  
branded lighter manufacturer with a ~15% market share<sup>2</sup>

**35%**  
of 2025 Group net sales



**#2 Blade Excellence**  
One-piece shaver manufacturer with a ~23% market share in value<sup>3</sup>

**29%**  
of 2025 Group net sales

## Global Presence

**>160**  
countries

**>11,000**  
team members

**~90**  
nationalities

**26m**  
BIC products sold every day

**20** manufacturing sites across **5** continents

**>95%**  
of net sales are from products manufactured in BIC's own factories

<sup>1</sup> Euromonitor 2024 edition for writing instruments and shavers

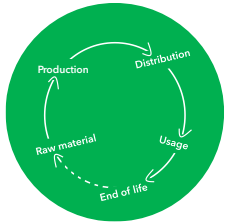
<sup>2</sup> Market share in volume excluding China, BIC estimates as of 2024

<sup>3</sup> NIQ & Circana 2024

# BIC's Sustainable Development Journey



1944



Conducted first life cycle product analyses  
**1994**



Became first stationery manufacturer to receive the *NF Environment* ecolabel  
**2009**

**2004**

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



**2011**

Began a recycling partnership in Europe with TerraCycle®



Created the BIC Corporate Foundation  
**2016**



Launched the Writing the Future, Together™ program  
**2018**

**2017**

Initiated first circular economy model with Ubicity™ benches



Announced greenhouse gas emission-reduction targets  
**2022**

**2024**

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



Upgraded the iconic Twin Lady/Silky Touch razor, now featuring a handle made from 87% recycled plastic  
**2025**



# 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

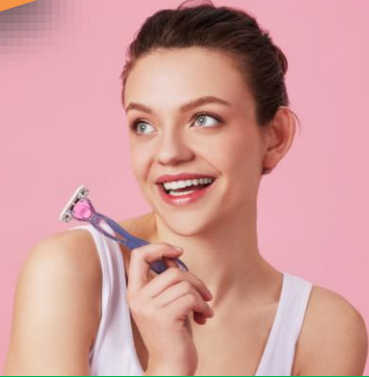


\*ESG Program launched in 2018, with 2025 and 2030 targets



Writing  
the Future,  
Together

# BIC's ESG Key Achievements in 2025



**-4%**

lost time incidents  
in BIC facilities  
vs. 2024



**100%**

of cardboard packaging  
from a certified  
and/or recycled source

**100%**

of strategic suppliers involved in at  
least one responsible procurement  
action to ensure the most secure,  
innovative, and efficient sourcing



**85%**

of electricity used in our own  
operations is renewable



**37%**

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

**-47%**

Scope 1 Greenhouse Gas  
(GHG) emission vs. 2019

GHG emission reduction targets for 2030:

Scope 1: -50%  
Scope 2: -100%  
Scope 3: -5%



Estimated **245 million**

children have improved  
learning conditions  
since 2018



# Long-lasting Products with Low Environmental Impact

**3km**

Up to 3 kilometers  
of writing for a  
BIC® Cristal®<sup>1</sup>



**3,000**

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



**13**

Up to 13 shaves  
with a BIC®  
Flex 5 shaver



*BIC® ECOLutions™, a complete  
line of products made from  
recycled materials*



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

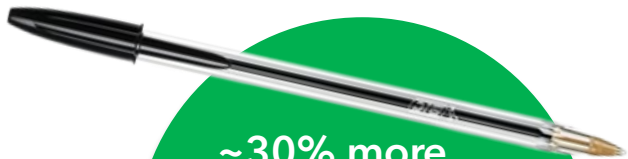


<sup>1</sup> Based on 2023 tests - Average writing lengths for blue and black cartridges



# 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\*

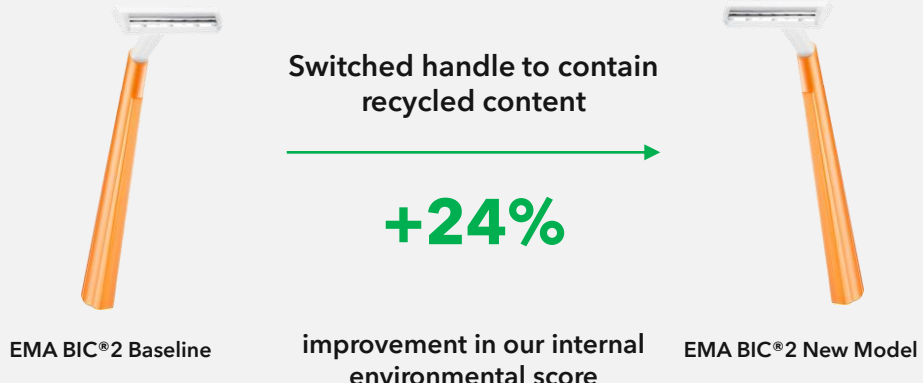
Improving the Sustainability of our Products



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

## An example in action: eco-designing

Improved the environmental score of the BIC®2 razor



Innovating and collaborating for more responsible products and supply chains

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.

\* Since its creation in 1950

\* 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





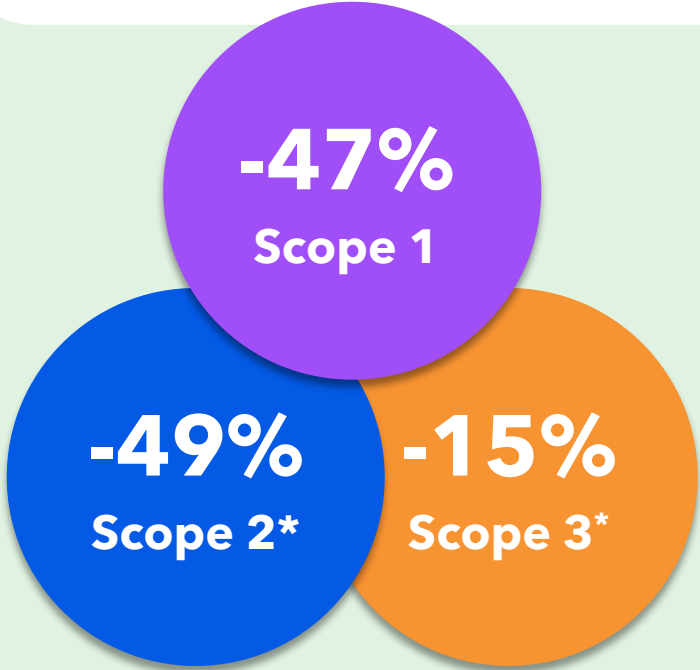
# Planet

## 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 in 2025 ( versus 2019 baseline):



\*Market based



### 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: empowering women

We are committed to increasing the number of women in director and above positions **to 40% by 2027, and in 2025 we reached 37%.**



## % of women in the permanent workforce by level:

Overall headcount	<b>47%</b>
Board of Directors*	<b>60%</b>
Executive Committee*	<b>29%</b>
Level 4 and above (Executives)	<b>37%</b>

### An example in action: education support

We are committed to improve learning conditions of children around the world. **In 2025, we have impacted positively 245 million children since 2018.**

\* Board of Directors as of December 31, 2025. Executive Committee effective starting April 1, 2026.













# Appendix



# BIC's Sustainability targets and progress

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	2025 Actual Result vs. Target	
Product	Packaging	100% of cardboard packaging from certified and/or recycled sources	-	2025	<b>100%</b>	
		100% recyclable, reusable, or compostable plastic in consumer packaging	-	2025	<b>84%</b>	
		100% PVC-free plastic packaging	-	2025	<b>99%</b>	
		75% recycled content in plastic packaging	-	2025	<b>64%</b>	
	Product	50% non-virgin petroleum plastics in products	-	2030	<b>6.5%</b>	
Planet	Climate change	100% renewable electricity	2019	2025	<b>85%</b>	
		Reduce Scope 1 GHG emissions by 50%	2019	2030	<b>-47%</b>	
		Reduce Scope 2 GHG emissions by 100%	2019	2030	<b>-49%</b>	
		Reduce Scope 3 GHG emissions by 5%	2019	2030	<b>-15%</b>	
People	Safety	No lost-time incidents in BIC sites	-	ongoing	<b>72%</b>	Improved in lost-time incident vs. 2023
	Education	Improve learning conditions for 250m children	2018	2025	<b>245m</b>	
	Suppliers	Work responsibly with strategic suppliers to ensure the most secure, innovative, and efficient sourcing	-	2025	<b>100%</b>	suppliers involved in at least one responsible procurement action



# BIC's Global Memberships and ESG Ratings<sup>1</sup>

**WE SUPPORT**



**UN Global Compact**



**CDP Score:**

- "B for Climate Change"



**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 ESG Score:**

- "49"

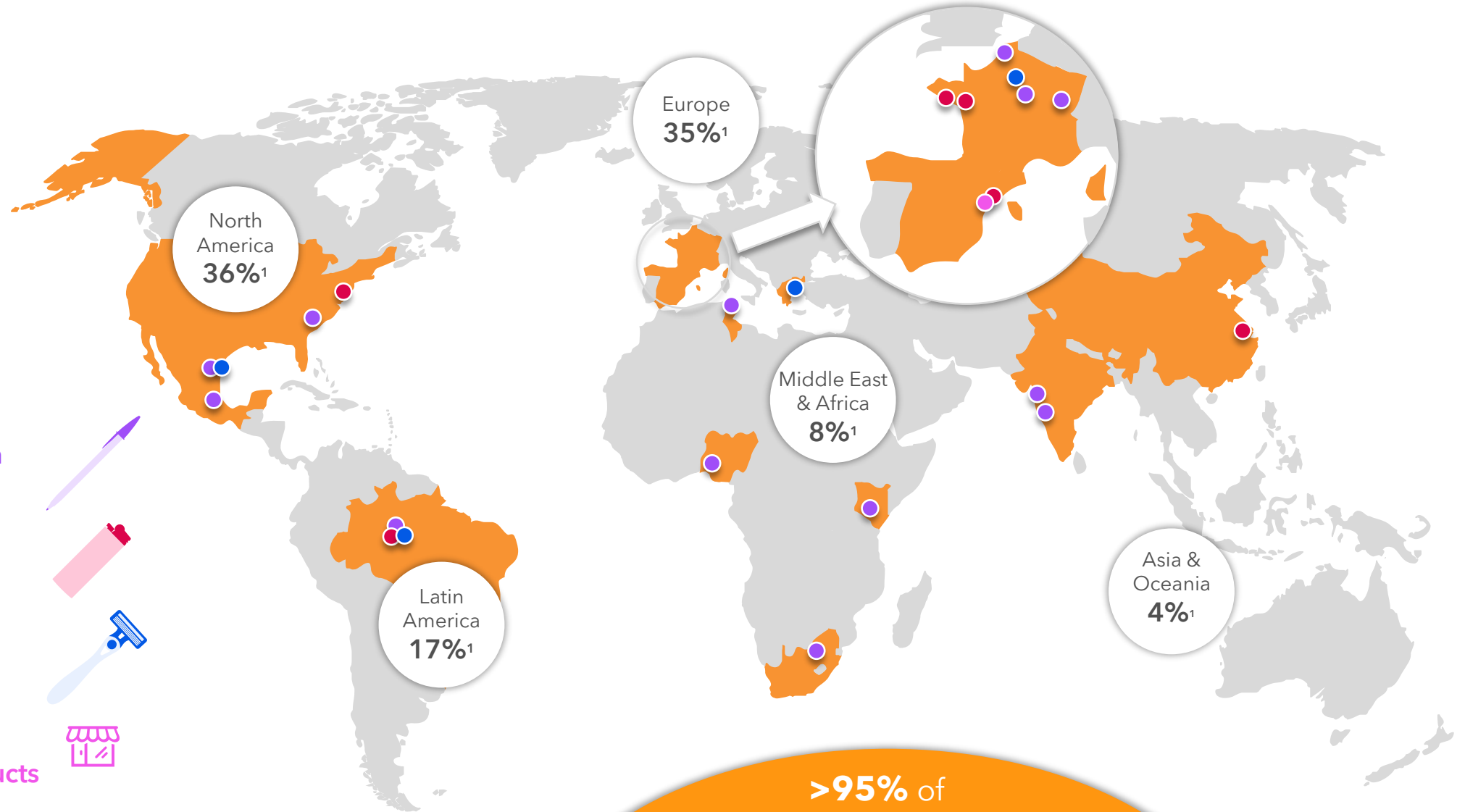
<sup>1</sup> Updated as of March 2026



# BIC's Global Manufacturing Footprint

20 manufacturing sites across 5 continents

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



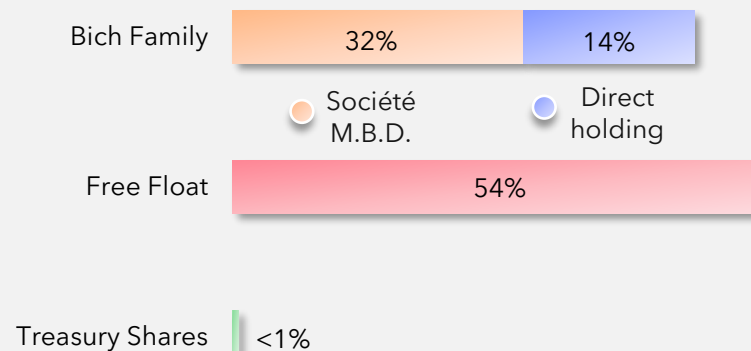
Data for 2025  
<sup>1</sup> % of 2025 Net Sales



# Governance

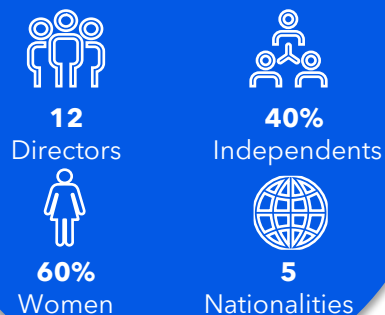
## A Family-Controlled Company with Solid Corporate Governance

### Shareholding Structure



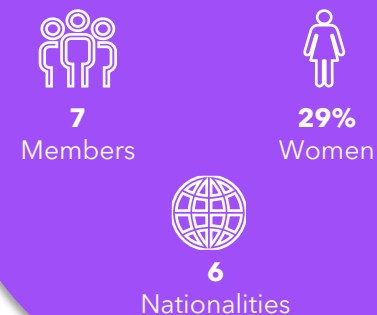
Dec. 2025

### Board of Directors



Feb. 2026

### Executive Committee



Apr. 2026<sup>1</sup>

<sup>1</sup> Executive Committee effective starting April 1, 2026.



# Board of Directors (as of February 25, 2026)

Non-Executive Chair



Édouard Bich

Chief Executive Officer



Rob Versloot

## Committees



Nominations, Governance and CSR



Remuneration



Audit

(C)

Chair of committee

## Directors



Independent director



Director representing the employees



Albert Baladi



Geoffroy Bich



Marie-Aimée Bich-Dufour



Sébastien Drecq



Lead Independent Director

Esther Gaide



Karen Guerra



Véronique Laury



Héla Madiouni



Candace Matthews



Marie-Edmée Valléry-Radot

<sup>1</sup> Representing Société M.B.D.

# Executive Committee (as of April 1, 2026)



**Rob Versloot**  
*Chief Executive Officer*



**Alina Asiminei**  
*Chief Commercial Officer,  
International*



**David Cabero**  
*Chief Growth Officer*



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



**Haven Cockerham**  
*Chief Commercial Officer,  
North America*



**Grégory Lambertie**  
*Chief Financial &  
Digital Officer*



**Alexandra Malak**  
*Chief People,  
Communications &  
Workplace Officer*

