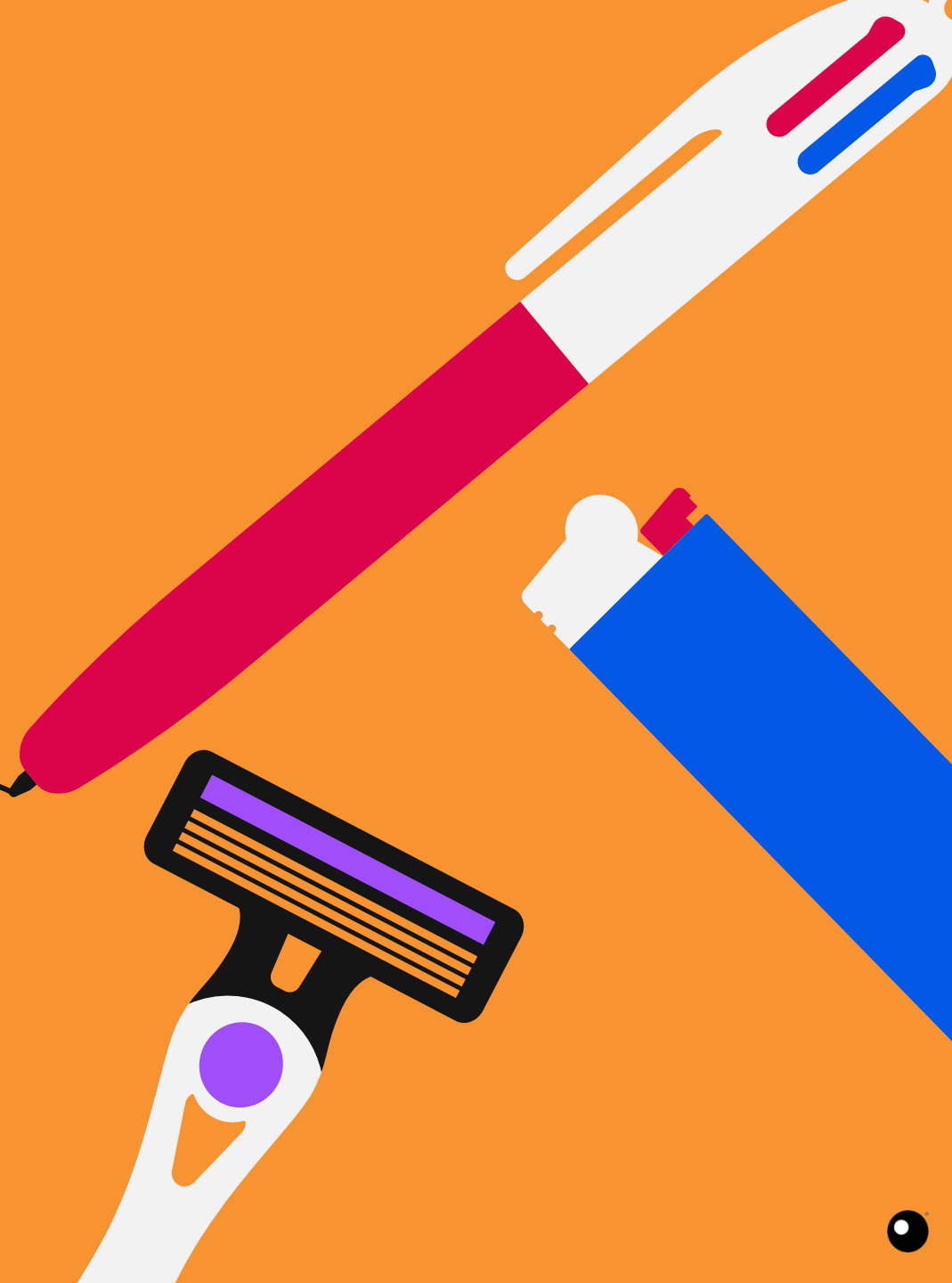




# Investor Presentation

April 2026





# BIC in a nutshell

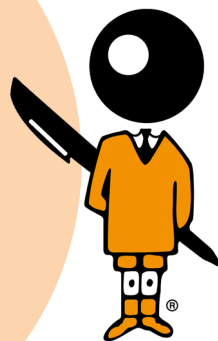
World leader in stationery, lighter, shaver and hairbrush products

## Vision

*Bring simplicity and joy to everyday life.*

## Mission

*Create high quality, safe, affordable, essential products, trusted by everyone.*



**€2,090m**  
Net Sales

**13.6%**  
Adjusted EBIT  
Margin<sup>1</sup>

**€4.74**  
Adjusted EPS<sup>1</sup>

**€222m**  
Free Cash  
Flow

**26m**  
products sold  
every day

Present in  
**>160**  
countries

**>11,000**  
people

Data at the end of 2025  
<sup>1</sup> See glossary in appendix



# In tune with the times



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

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

  
First BIC®  
lighter

  
First BIC® One-  
piece shaver

  
Acquisition of  
graphite, coloring  
and marking  
business

  
Acquisition of  
correction  
products in  
the US

  
Acquisition of  
correction  
products in  
Europe

1950

1954

1973

1975

1979

1992

1997

  
Premium Pocket  
Lighters



  
TANGLE  
TEEZER  
Premium detangling  
haircare company

1998

Launch of  
first utility  
lighter  


2018

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


2019

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


2020

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®

2023

Launch of EZ Reach  
in Europe and  
Brazil

2024

Launch of EZ  
Load, first utility  
refillable lighter  
in the US  


2025

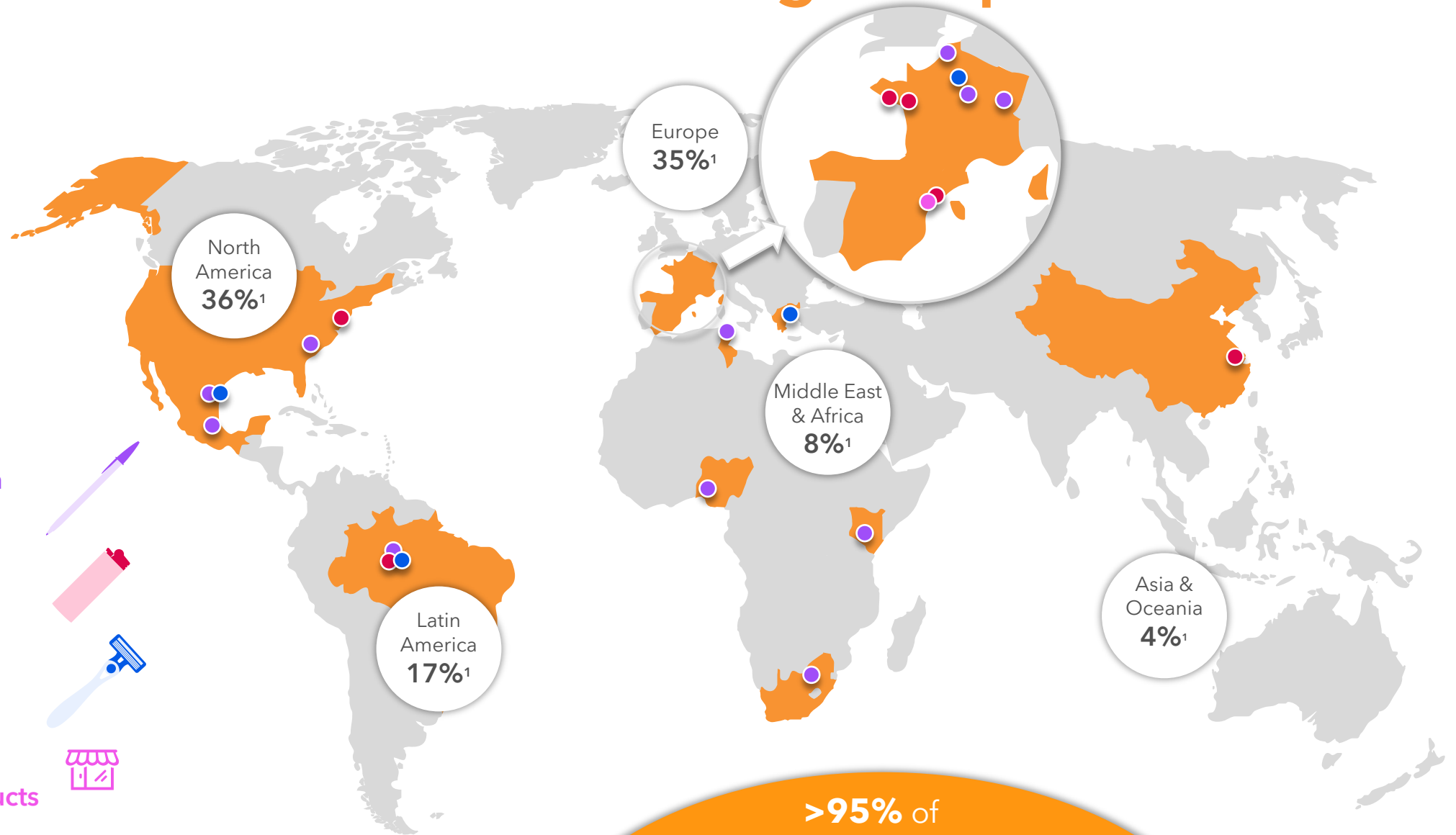
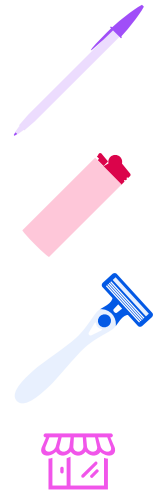
Launch of Flex 5  
Sensitive, first  
global launch  




# BIC's Global Manufacturing Footprint

**18**  
manufacturing  
sites across  
5 continents

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



**>95%** of  
products sold were  
manufactured in BIC's factories

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



# Worldwide Leadership Positions

## Human Expression



**35% Net Sales<sup>1</sup>**

**#2** in total Stationery  
(~8% market share in value<sup>2</sup>)

**#1** in Ball Pens

**#1** Correction

**#1** in Mechanical Pencils

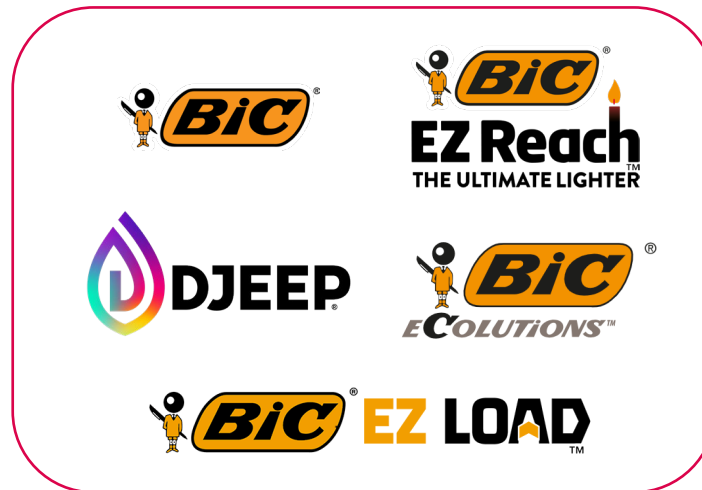


## Flame For Life



**35% Net Sales<sup>1</sup>**

**#1** in branded Lighters<sup>3</sup>



## Blade Excellence



**29% Net Sales<sup>1</sup>**

**#2** in One-Piece Shavers  
(~23% market share in value<sup>4</sup>)

**#3** in total wet shave market  
(~7% market share in value<sup>2</sup>)



<sup>1</sup> Share of BIC's Net Sales in 2025

<sup>2</sup> Source: Euromonitor 2024

<sup>3</sup> Source: BIC Estimates in value for 2024 (excluding China)

<sup>4</sup> Source: NIQ & Circana 2024



# Human Expression



2025

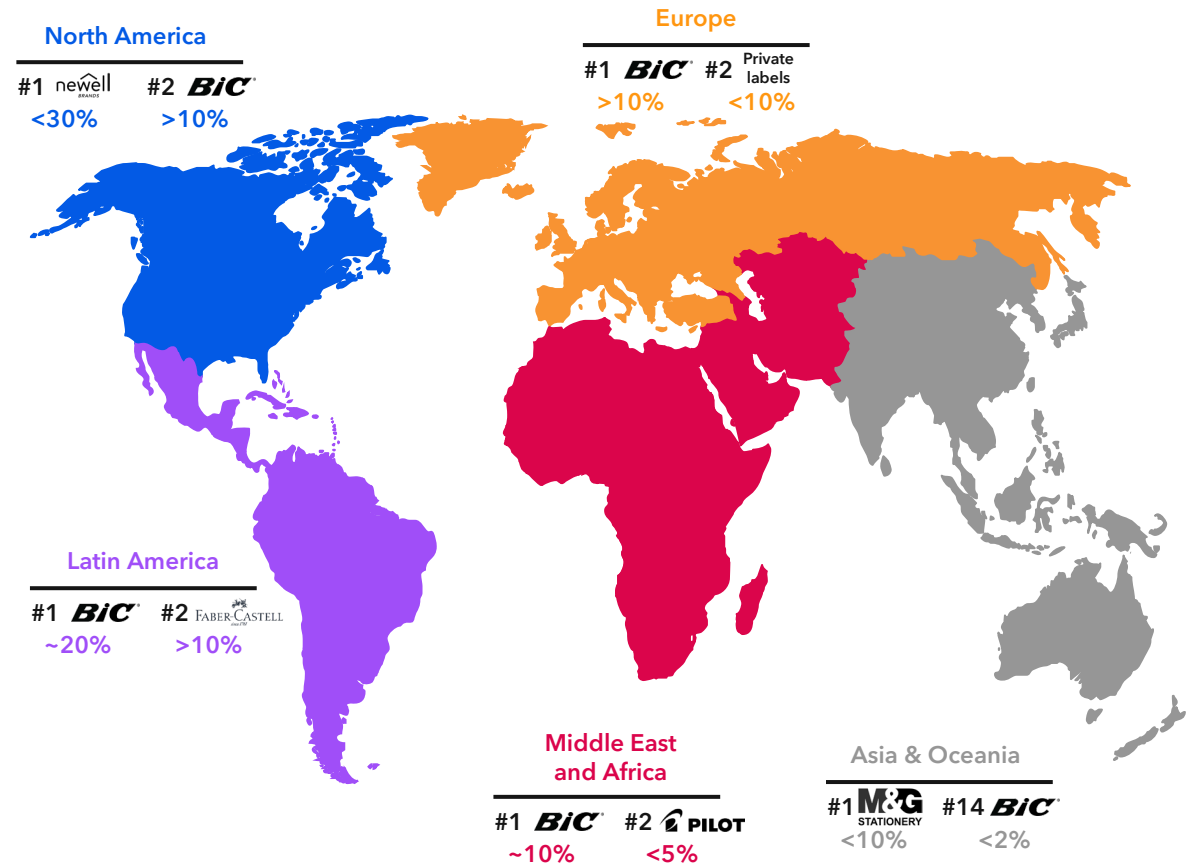
€736m  
**Net Sales**  
 -6.3% at CC<sup>1</sup>  
 -5.6% at CB<sup>2</sup>

€55m  
**Adjusted EBIT**  
 7.5%

<sup>1</sup> Change at constant currency  
<sup>2</sup> Change on a comparative basis (organic growth)

## BIC's leadership position in Stationery

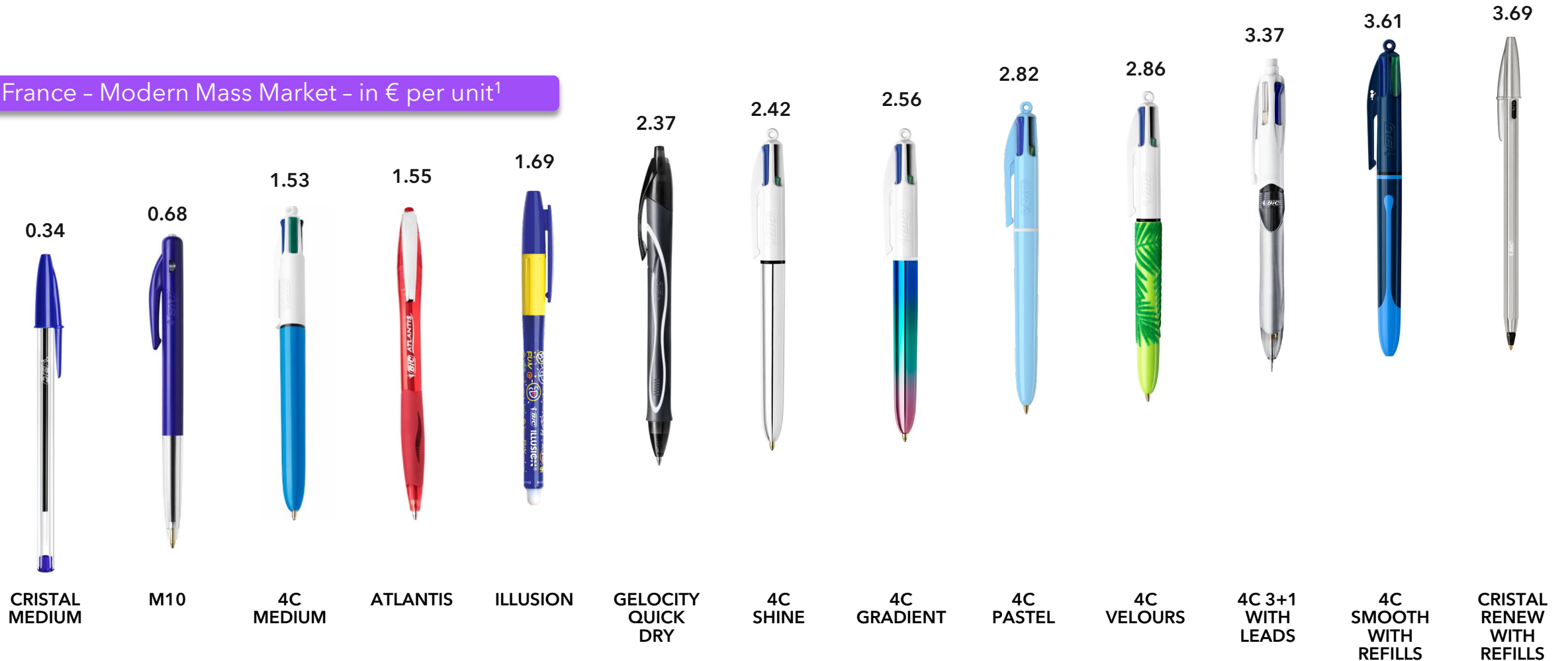
BIC Global Rank: #2 with ~8% share



Source: Market share in value, Euromonitor 2024 and BIC estimates for Writing instruments markets

# Core Writing Instruments: From classic to value-added products

France - Modern Mass Market - in € per unit<sup>1</sup>



<sup>1</sup> as of February 2026



# Flame For Life



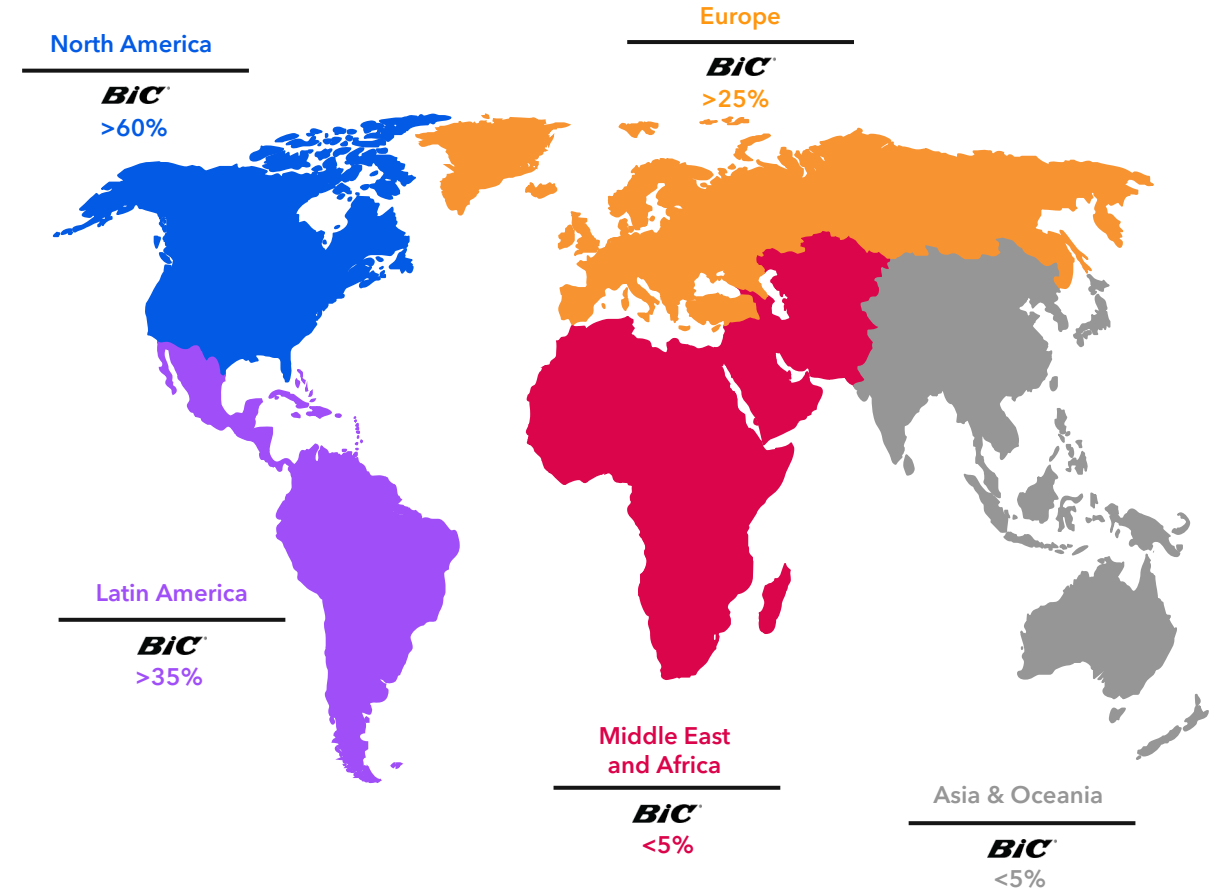
2025

€723m  
Net Sales  
-6.7%<sup>1</sup>

€216m  
Adjusted EBIT  
29.9%

## BIC's leadership position in Lighters

BIC global market share: ~15%<sup>1</sup>



Source: Market share in volume excluding China, BIC estimates as of 2024

<sup>1</sup> Change at constant currency and change on a comparative basis (organic growth)



# Flame for Life: Towards a more value-added portfolio



<sup>1</sup> 2025 list price in France and the US



# Blade Excellence



2025

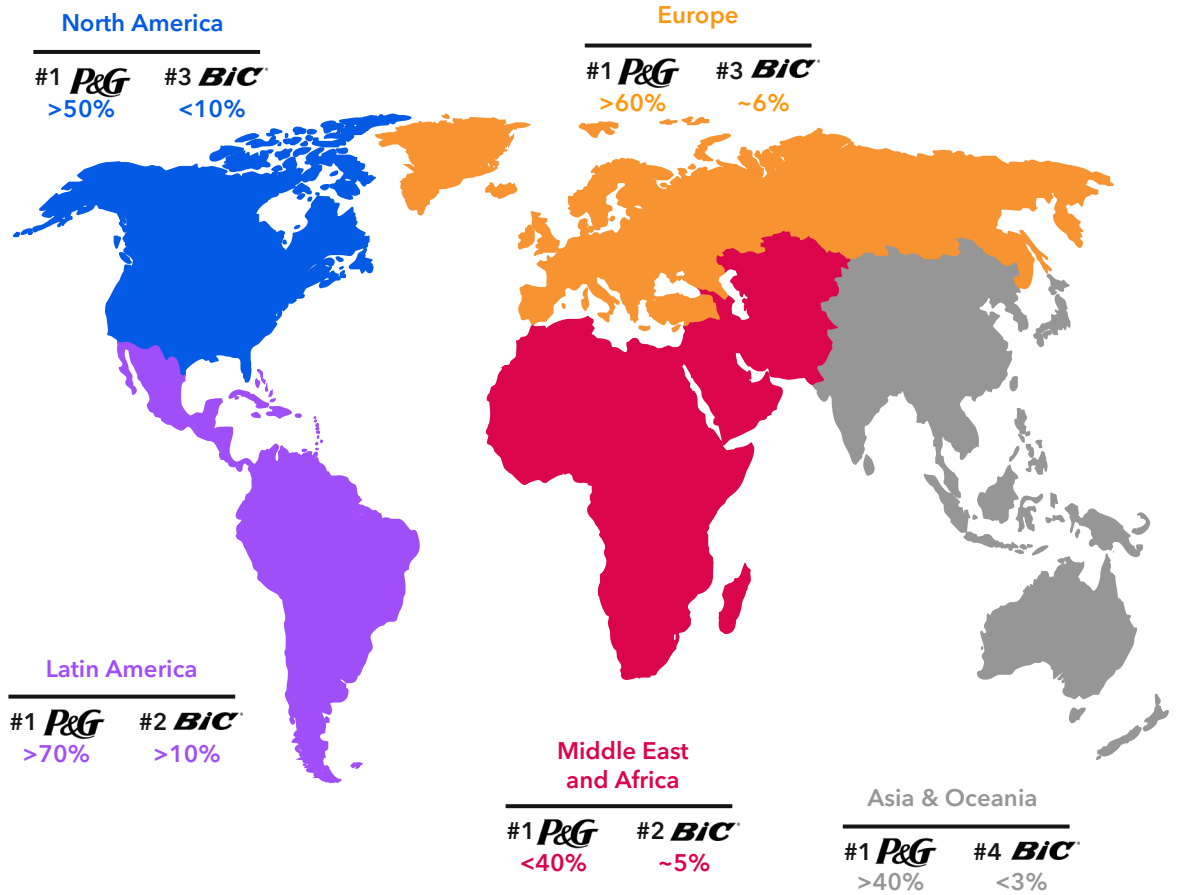
€602m  
**Net Sales**  
 +15.7% at CC<sup>1</sup>  
 -0.8% at CB<sup>2</sup>

€96m  
**Adjusted EBIT**  
 15.9%

<sup>1</sup> Change at constant currency  
<sup>2</sup> Change on a comparative basis (organic growth)

# BIC's leadership position in Shavers

BIC Global Rank: #3 in total wet shave with ~7% share<sup>1</sup>  
 #2 in One-Piece shavers with ~23% share<sup>1</sup>

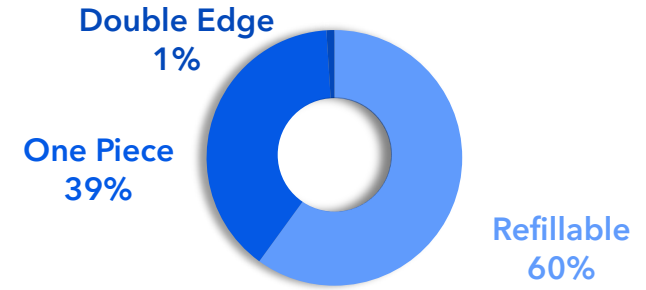


Source: Market share in value. Euromonitor 2024 for total wet shave market (global and by region). NIQ & Circana 2024 for the one-piece shavers market.

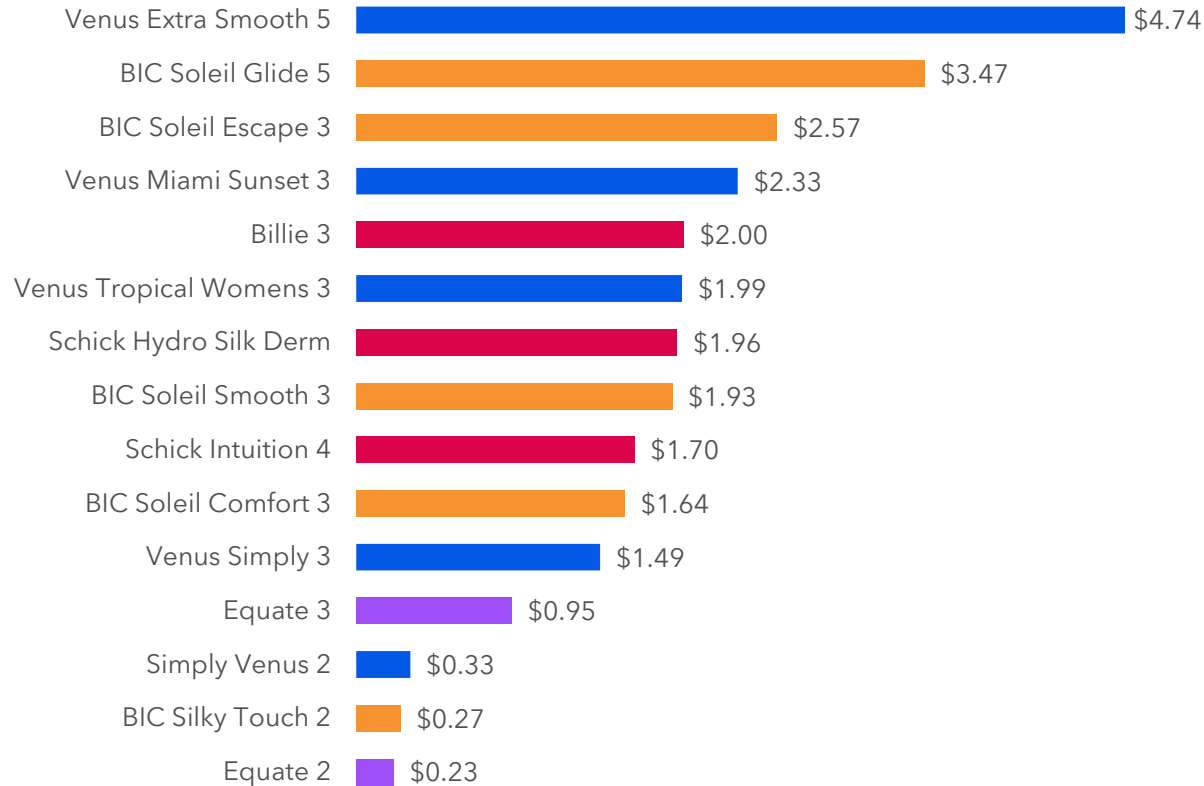


# BIC's value for money portfolio in the wet shave market

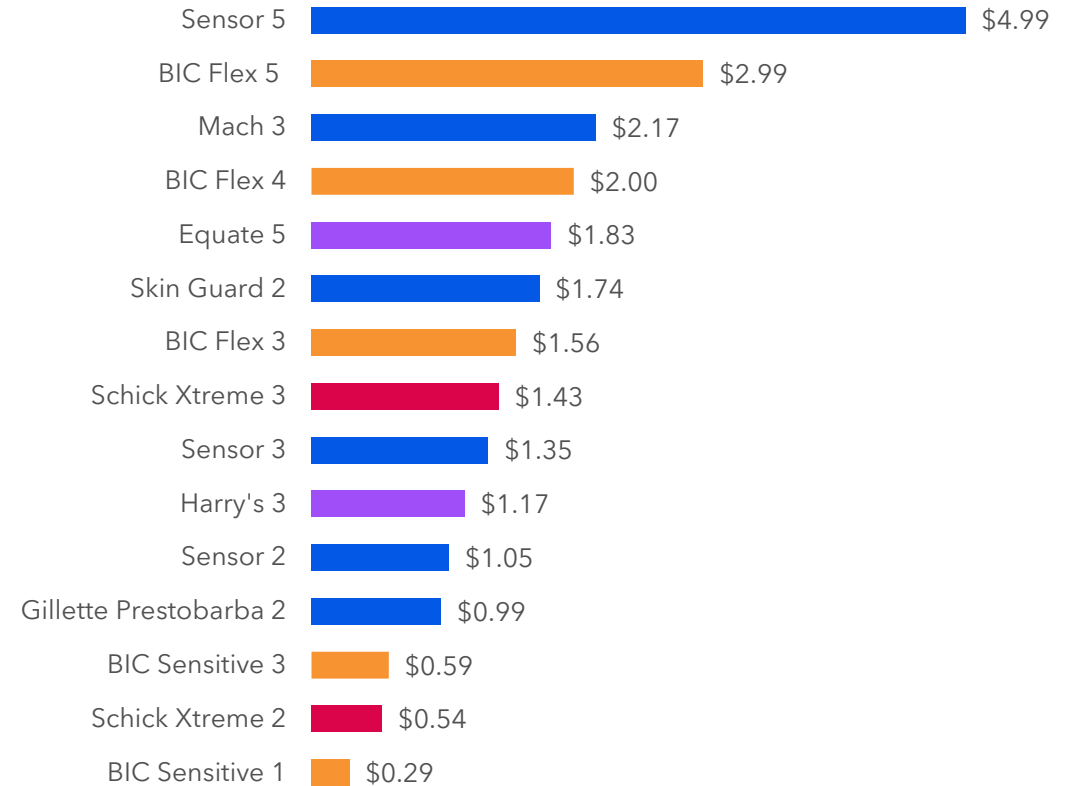
## Breakdown of the total wet shave market by segment<sup>1</sup>



### Women's shaver range<sup>2</sup>



### Men's shaver range<sup>2</sup>



<sup>1</sup> Euromonitor 2024

<sup>2</sup> Walmart US - Price per unit - 2025



TANGLE  
TEEZER®

## Strong Momentum Behind BIC's Detangling Haircare Brand

Double-  
digit  
growth  
in 2025

- Very strong net sales growth across all key channels and markets
- 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

>40%  
Europe<sup>1</sup>



Market positioning

#1  
UK<sup>2</sup>



>40%  
US<sup>1</sup>



#3  
US<sup>2</sup>

<sup>1</sup> Share of Tangle Teezer 2025 Net Sales by region

<sup>2</sup> Market share in value. Source: Nielsen (UK) and Circana (US)



# Net Sales Performance

Q1 2026

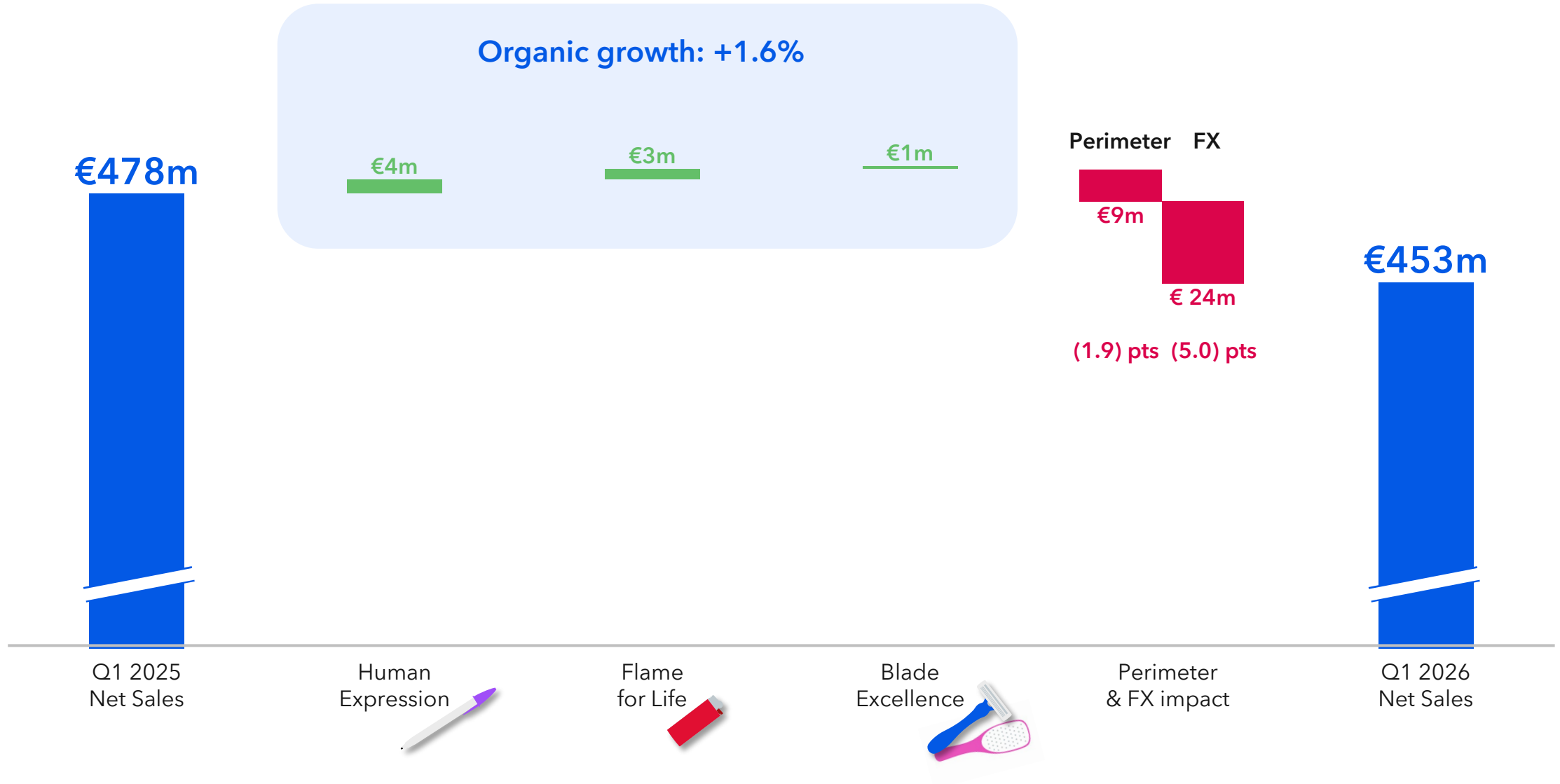


# First Quarter 2026 Key Takeaways

- Q1 net sales organic growth of **+1.6% in line with expectations**, driven by **all categories and key regions**
- **Continued improvement in the US** driven by Stationery and Lighters
- **Tangle Teezer growing double digits** driven by strong commercial execution in Europe and the US
- Challenging performance **in Middle East and Africa** due to the unstable context in the region
- **Group transformation initiated** in a key transitional year, **new strategic plan** to be unveiled in September 2026



# Q1 2026 Net Sales Evolution



# Q1 2026 Performance - Human Expression



Q1  
2026

€141m  
Net Sales

+3.0%  
Organic growth

**North America**  
**Strong growth**  
fueled by  
distribution gains  
and e-commerce

**Latin America**  
Slight growth overall with  
**softness in Mexico and  
Brazil** in a challenging  
competitive environment

**Europe**  
Solid **commercial  
execution** in France and  
Spain driven by the iconic  
4-Color pen, offset by  
weaker performance in  
other countries

**Middle East and Africa**  
Tough situation in the  
**Middle East** and poor  
performance in Nigeria and  
South Africa



# Q1 2026 Performance - Flame For Life

## North America

**Slight growth** with improvement in the convenience channel, fueled by pocket lighters

## Europe

Flat performance with strong **execution** and **distribution gains** in France and Eastern Europe

## Latin America

**Solid growth** particularly in Brazil and Mexico

## Middle East and Africa

Strong growth in **Africa** partly offset by challenging situation in the **Middle East**



Q1  
2026

€165m  
Net Sales

+1.7%  
Organic growth



# Q1 2026 Performance - Blade Excellence



Q1  
2026

€139m  
Net Sales<sup>1</sup>

+0.6%  
Organic growth<sup>1</sup>

<sup>1</sup> Including Tangle Teezer

## Europe

Strong growth in shavers across **Eastern** and **Western Europe**, as well as from **Tangle Teezer**

## Latin America

Continued success of BIC's **trade-up strategy** in Brazil and Mexico

## North America

**Challenging competitive environment** in shavers, robust performance of **Tangle Teezer**

## Middle East and Africa

Net sales decline due to the situation in the **Middle East**



# Q1 2026 Performance - Tangle Teezer

**Growth** fueled by all key markets including **Europe** and the **US**

Solid performance **in e-commerce** with strengthened partnerships

Robust execution on key products in the **core and premium detangling ranges**

**Market share gains in the US** consolidating further the #3 position in the category

**+13%**  
Organic growth



# 2026 Outlook

In this year of transition and as BIC's renewed leadership team prepares its strategic plan, which will be presented in September, BIC continues to anticipate, under current assumptions:

Improving  
organic net  
sales trends

A slight  
expansion in  
adjusted EBIT  
margin

Stable Free  
Cash Flow



# Operational & Consolidated Results

FY 2025




# 2025 Key Takeaways


- **Challenging year** with significant headwinds in H1. **Stabilization of the performance in H2:**
  - 2025 Net sales of €2,090m, **-0.9% at constant currency**
  - Adjusted EBIT margin at **13.6%**
  - Free cash flow generation of **€222m**
- Weak performance in **the US and Mexico** in Human Expression and Flame for Life, partially offset by solid growth in **Middle East and Africa** as well as Blade Excellence in **Brazil**
- Successful integration and robust growth of **Tangle Teezer**, as well as strong momentum from **BIC's value-added products**
- **Streamlined portfolio with decisive actions regarding underperforming businesses:** disposal of Cello in India and discontinuation of Skin Creative activities and Rocketbook




# Key Initiatives Strengthening the Power of Our Brands



New BIC Cristal Figurines




EZ Load ramp-up




Partnerships:  
BIC x Squid Game  
BIC x Stranger Things




New BIC Flex 5 Trim shaver



Soleil Glide 'Your time to shine' campaign

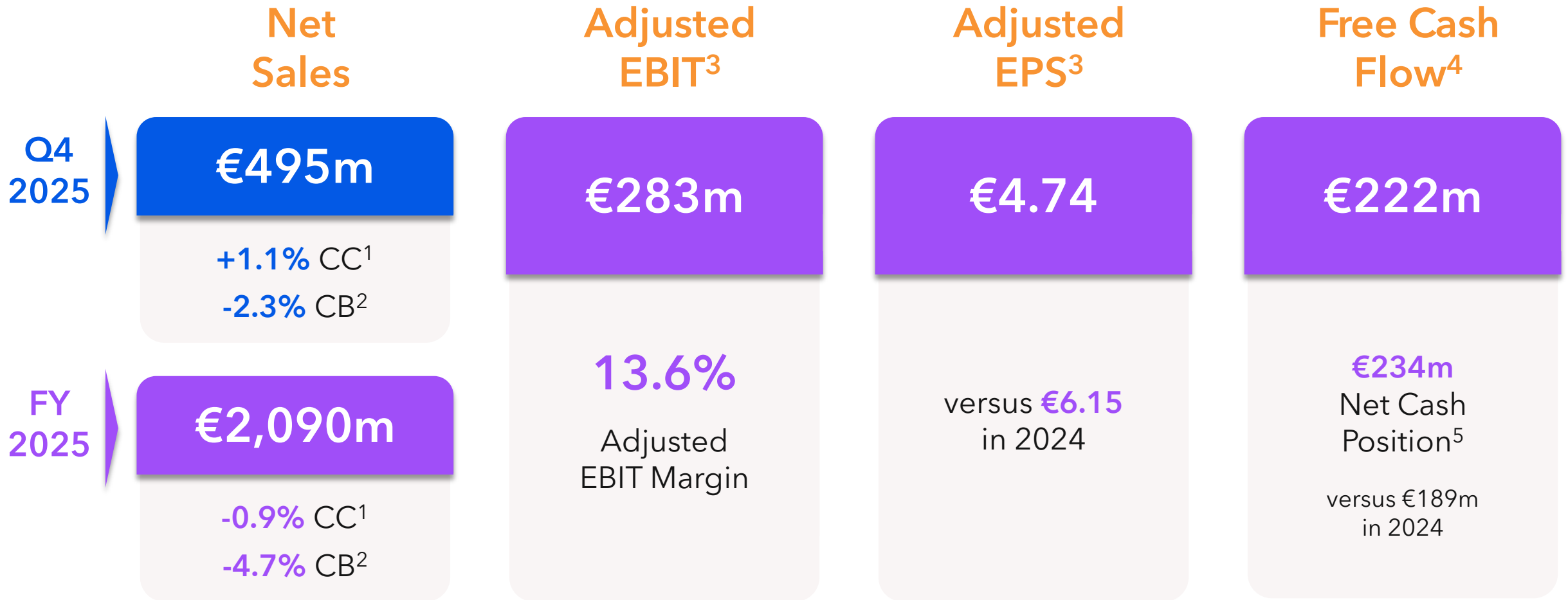


The Ultimate Detangler Chrome



Tangle Teezer x Skims partnership

# Key Financial Figures



<sup>1</sup> Change at constant currency

<sup>2</sup> Change on a comparative basis (organic growth)

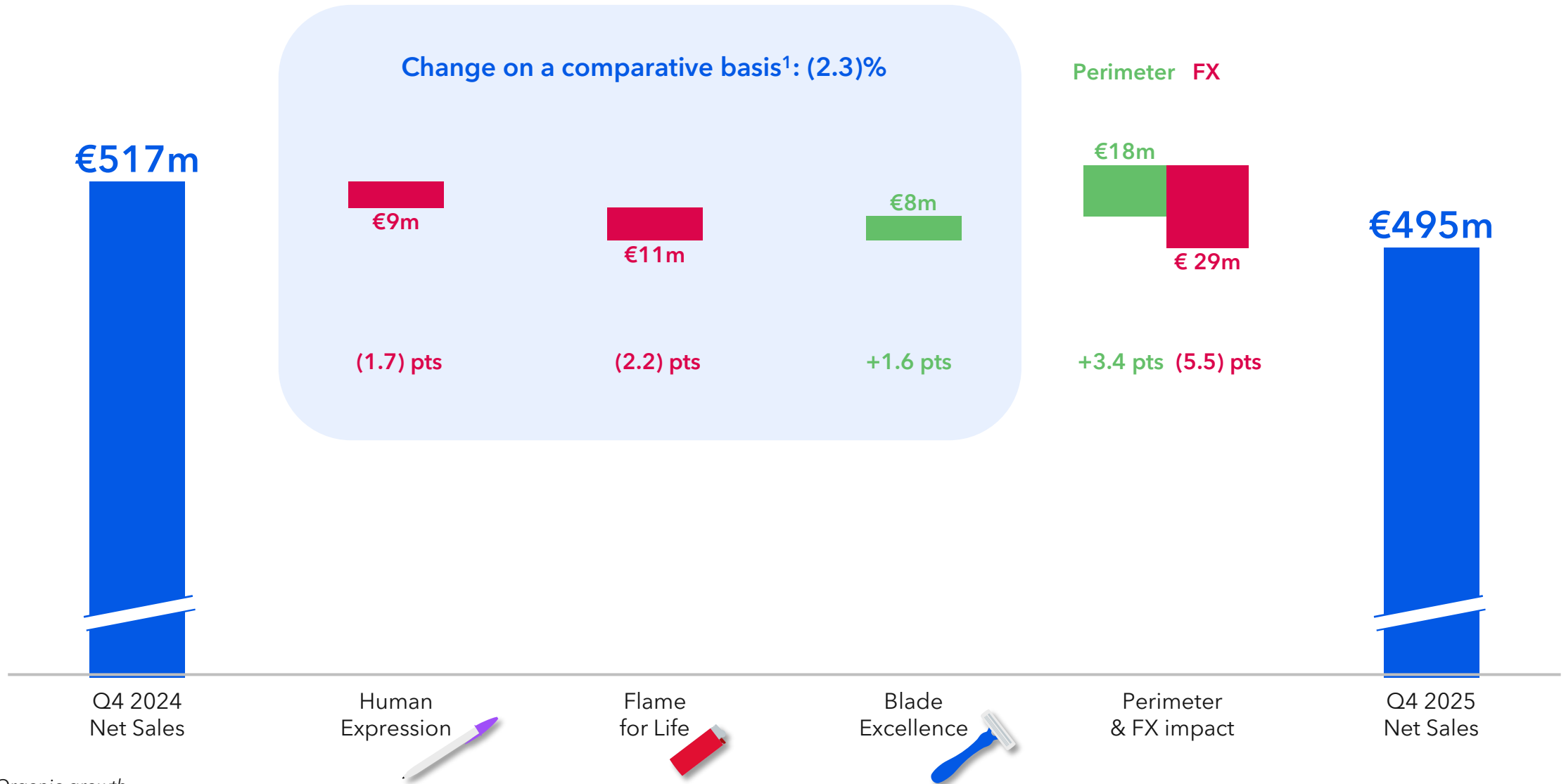
<sup>3</sup> Adjusted means excluding non-recurring items

<sup>4</sup> Free Cash Flow before acquisitions and disposals

<sup>5</sup> At the end of December



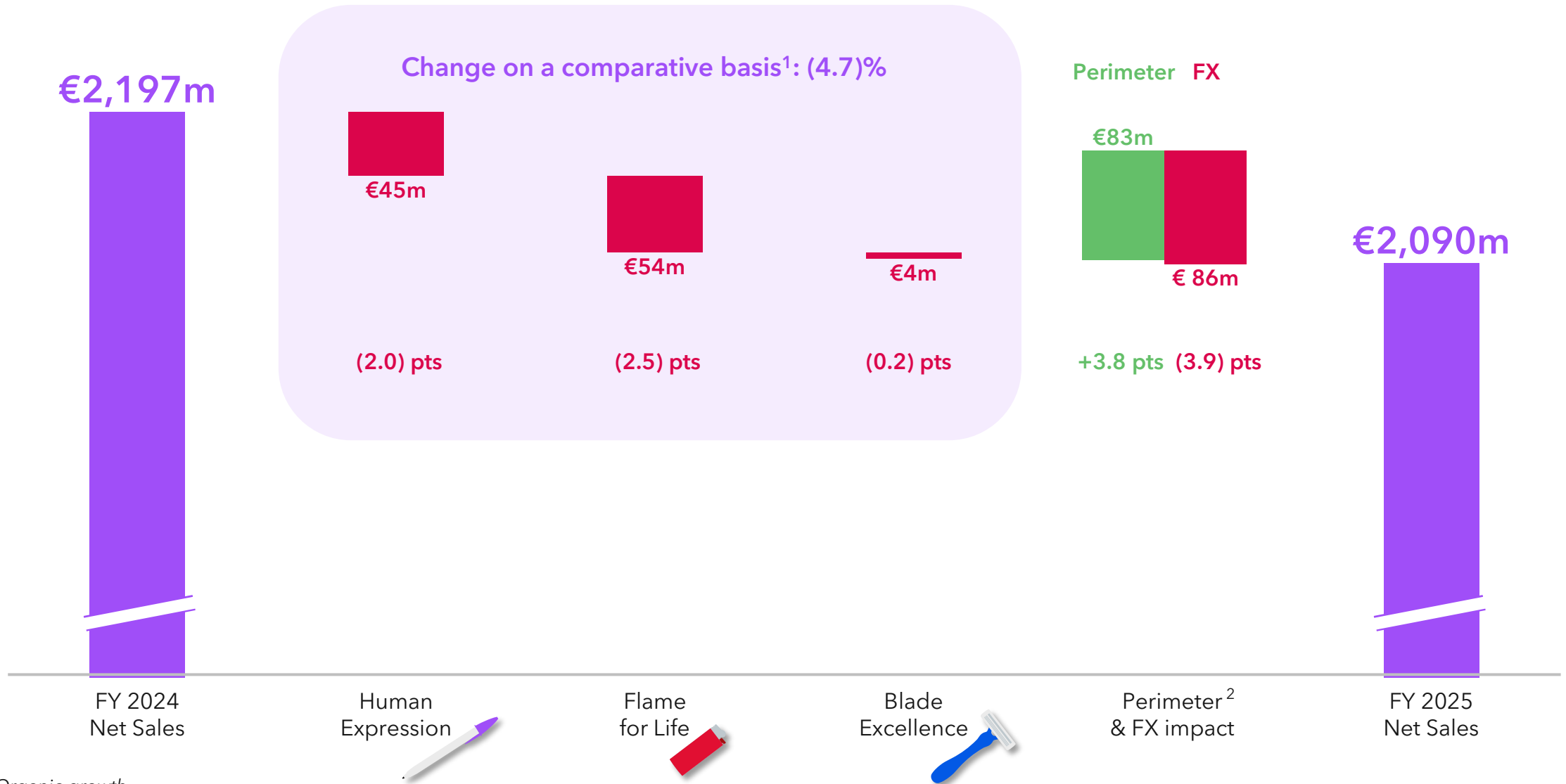
# Q4 2025 Net Sales Evolution



<sup>1</sup> Organic growth



# FY 2025 Net Sales Evolution



<sup>1</sup> Organic growth

<sup>2</sup> Including the acquisition of Tangle Teezer in December 2024 (+4.1 pts) and the sale of BIC's Cello activities in India in Q4 2025 (-0.3 pts)



# FY 2025 Performance - Human Expression



2025

€736m  
**Net Sales**  
-6.3% at CC<sup>1</sup>  
-5.6% at CB<sup>2</sup>

€55m  
**Adjusted EBIT**  
7.5%

**United States**  
Poor performances of **Skin Creative** activities and **Rocketbook**, combined with **ball pen** market decline

**Latin America**  
**Tough competitive environment** and challenging consumer trends in **Mexico** and **Brazil**

**Decisive actions** taken with divestiture and discontinuation of **underperforming businesses**

**Resilient performance** in **Europe** despite challenging environment and **solid Back-to-School** season in **Middle East and Africa**

<sup>1</sup> Change at constant currency

<sup>2</sup> Change on a comparative basis (organic growth)



# FY 2025 Performance - Flame For Life



2025

€723m  
Net Sales  
-6.7%<sup>1</sup>

€216m  
Adjusted EBIT  
29.9%

**United States**  
Difficult start to 2025 in a tough trading environment, stabilization of market trends in H2

Robust **double-digit growth** in the **Middle East and Africa** region

Challenging market dynamics in **Latin America** with **tough competition** particularly in Mexico

**Europe**  
Slight decline despite **distribution gains** in the discounters channel and **growth in utility lighters**

<sup>1</sup> Change at constant currency and on a comparative basis (organic growth)



# FY 2025 Performance - Blade Excellence



2025

€602m  
**Net Sales**  
+15.7% at CC<sup>1</sup>  
-0.8% at CB<sup>2</sup>

€96m  
**Adjusted EBIT**  
15.9%

## United States

Net sales impacted by **deteriorating market trends** and high **promotional intensity** despite the success of **Flex and Soleil** ranges

Continued **strong momentum** of value-added shavers **in Brazil**, driving mid-single digit growth in **Latin America**

## Tangle Teezer

Solid **double-digit growth** in the US and Europe driven by **new products** and **distribution gains**

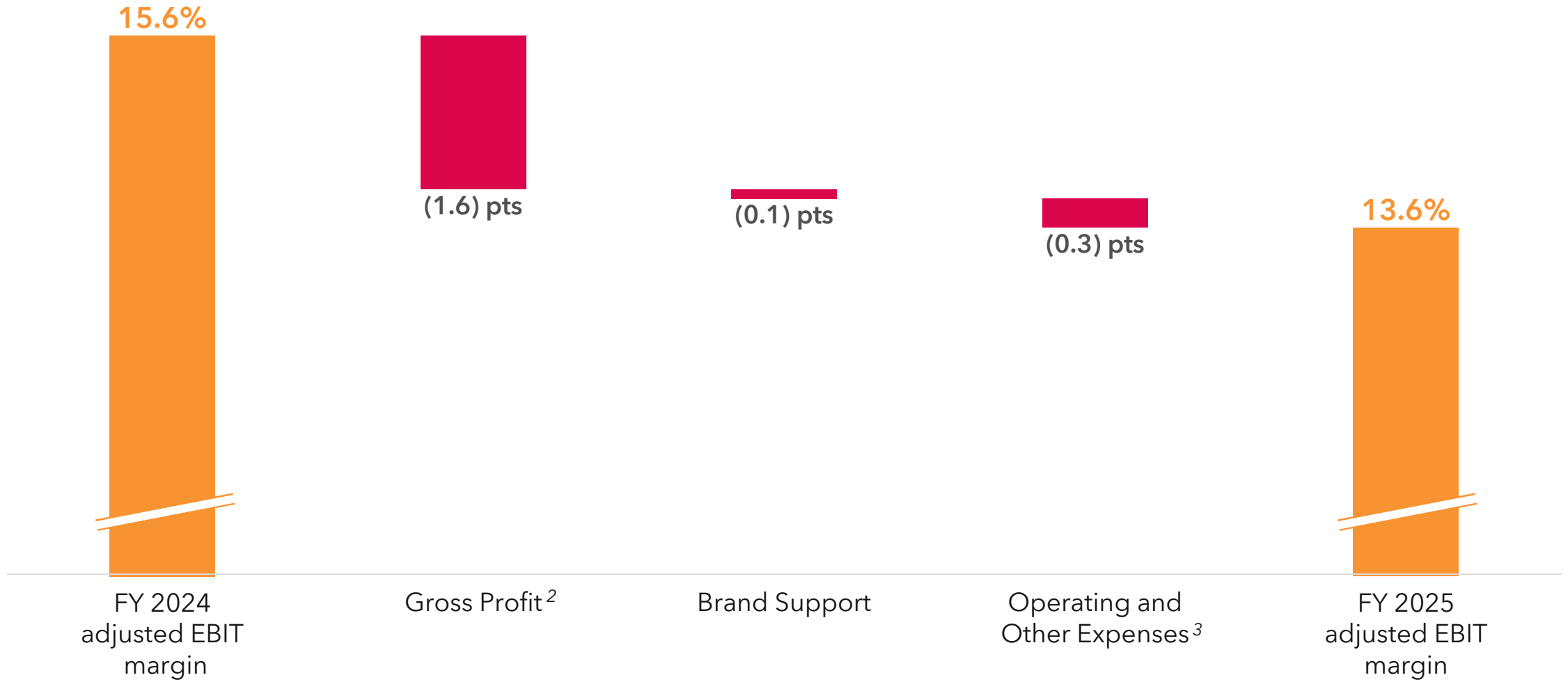
Success of **3 and 5-blade products** in **Europe** and solid **commercial execution** in **Middle East and Africa**

<sup>1</sup> Change at constant currency

<sup>2</sup> Change on a comparative basis (organic growth)



# FY 2025 Adjusted EBIT<sup>1</sup> Margin Evolution



<sup>1</sup> See glossary in appendix

<sup>2</sup> Excluding special bonus in 2024, Power Purchase Agreement in France and Virtual Power Purchase Agreement in Greece in 2024 and 2025. Excluding Tangle Teezer inventory fair value adjustment in H1 2025

<sup>3</sup> Excluding non-recurring items



# FY 2025 Profit & Loss Account

in million euros	FY 2024	FY 2025
<b>Adjusted EBIT<sup>1</sup></b>	<b>343</b>	<b>283</b>
Non-recurring items	(53)	(127)
<b>EBIT</b>	<b>290</b>	<b>156</b>
Finance revenue/(costs)	8	(17)
<b>Income before Tax</b>	<b>298</b>	<b>139</b>
<b>Net Income Group share</b>	<b>212</b>	<b>86</b>
<b>Adjusted Net Income Group share</b>	<b>256</b>	<b>195</b>
<b>Group EPS (in €)</b>	<b>5.10</b>	<b>2.10</b>
<b>Adjusted Group EPS<sup>1</sup> (in €)</b>	<b>6.15</b>	<b>4.74</b>



## FY 2025 non-recurring items, mainly:

- **€104m** discontinuation of Skin Creative activities and Rocketbook announced in December 2025<sup>2</sup>
- **€11m** negative impact of Cello's disposal
- **€10m** fair value adjustment on the Power Purchase Agreement in France and the Virtual Power Purchase Agreement in Greece

## FY 2025 finance costs, mainly:

- Negative impact of the fair value adjustment of financial assets denominated in US dollar against Brazilian real and Mexican peso
- Interest charge on Tangle Teezer acquisition debt

**41,111,812** average outstanding shares (net of treasury shares)

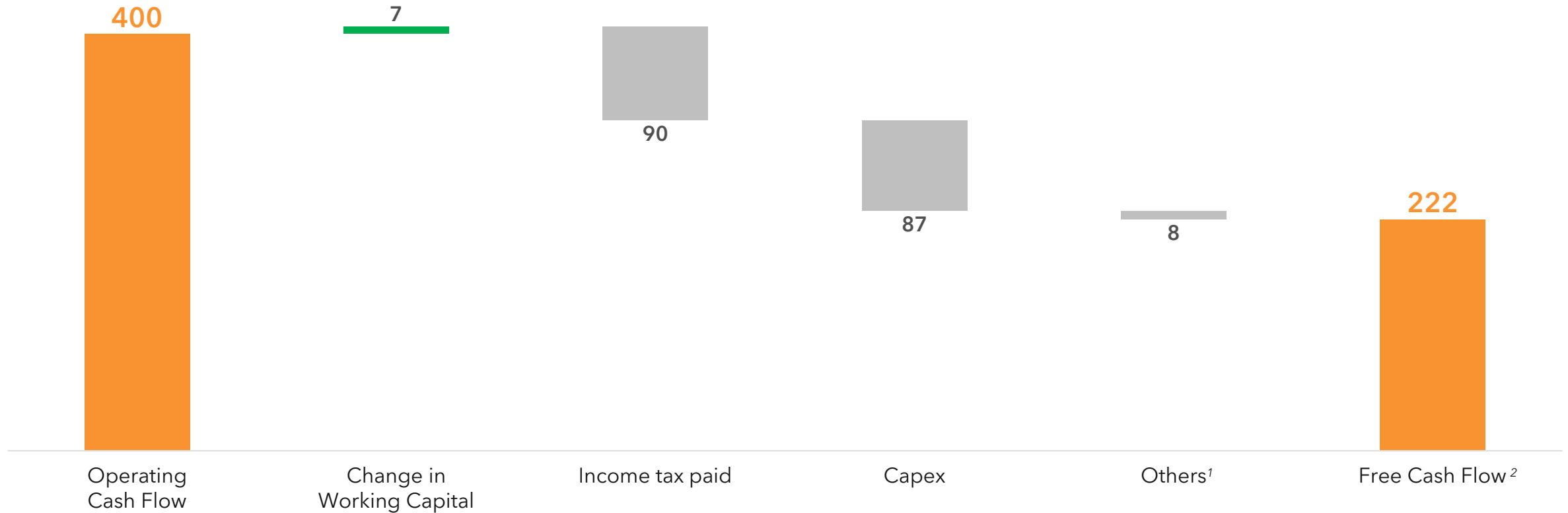
<sup>1</sup> See glossary in appendix

<sup>2</sup> Including 98 million euros of goodwill/intangibles impairment as well as inventory and machineries write-offs



# FY 2025 Free Cash Flow Generation

in million euros



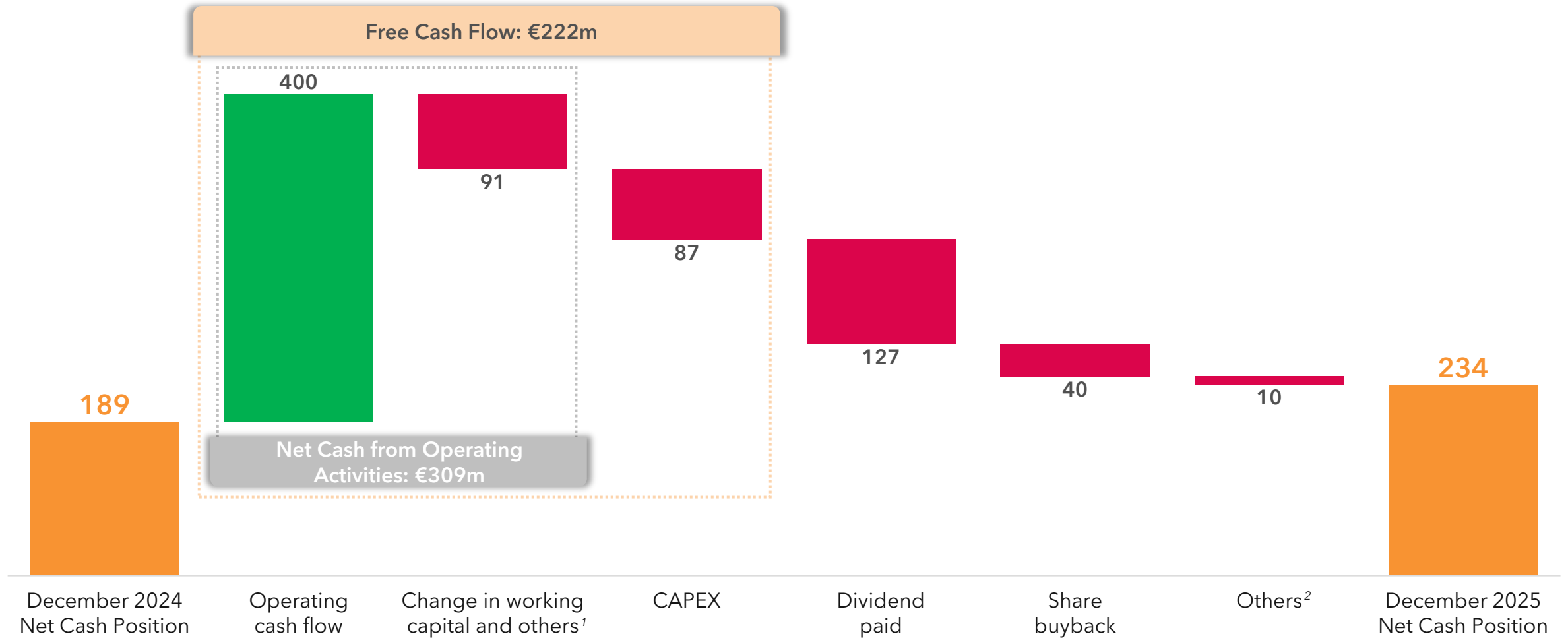
<sup>1</sup> Mainly includes pensions contribution

<sup>2</sup> Free Cash Flow before acquisitions and disposals



# 2025 Net Cash Position

in million euros

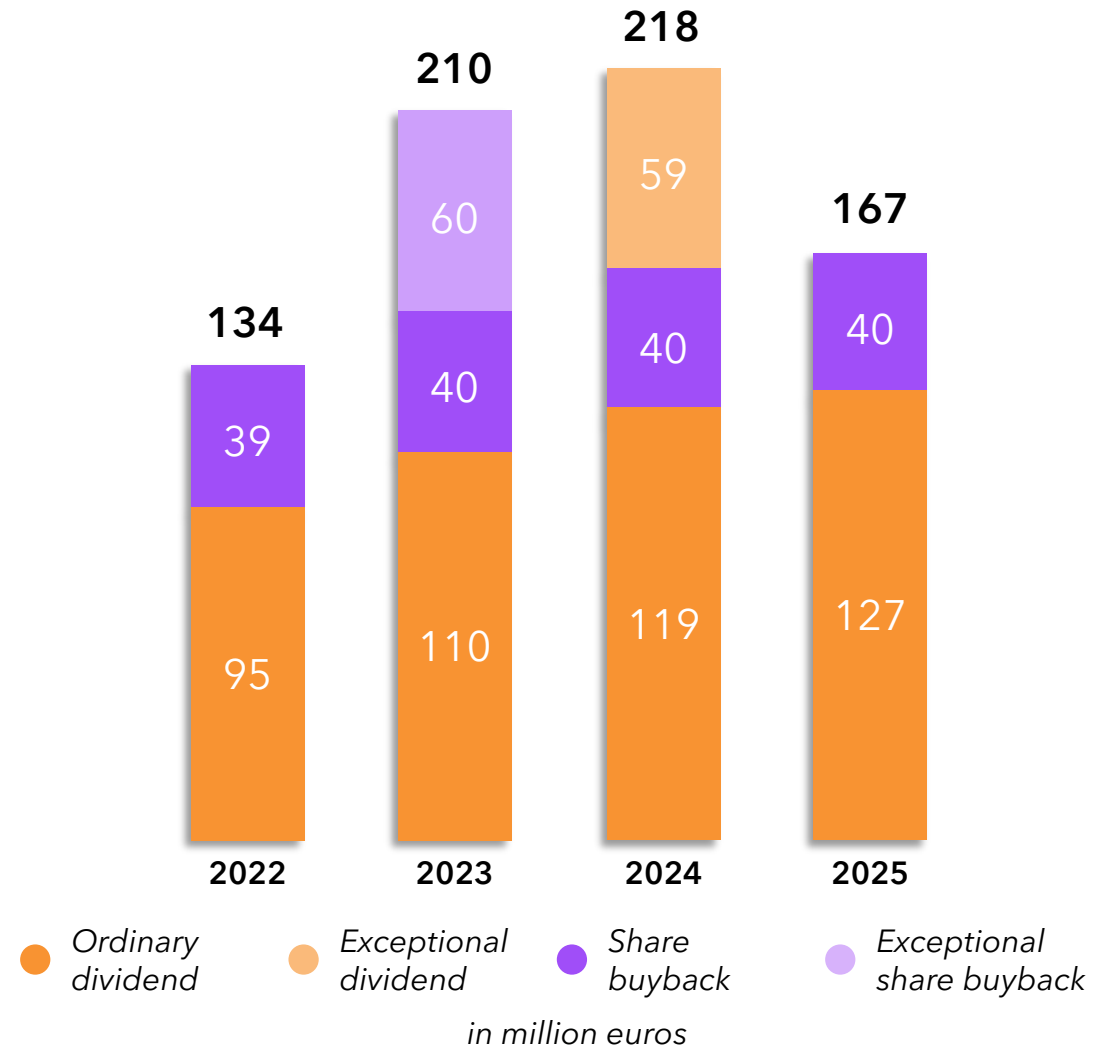


<sup>1</sup> Mainly includes tax paid

<sup>2</sup> Including Cello disposal for an amount of 14 million euros



# Proposed Shareholder Remuneration



<sup>1</sup> 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

<sup>2</sup> Dividend per share / Adjusted Group EPS



# Corporate Social Responsibility & Sustainable Development



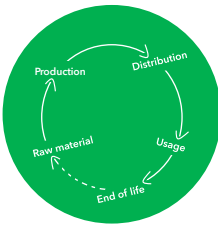
# BIC's Sustainable Development Journey



1944



**1950**  
The BIC® Cristal pen is a symbol of Marcel Bich's philosophy: "Just what's necessary"



Conducted first life cycle product analyses  
**1994**



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

**QUAND JE SERAI GRAND JE SERAI UN BANC**



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

**2017**  
Initiated first circular economy model with Ubiicity™ 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 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



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



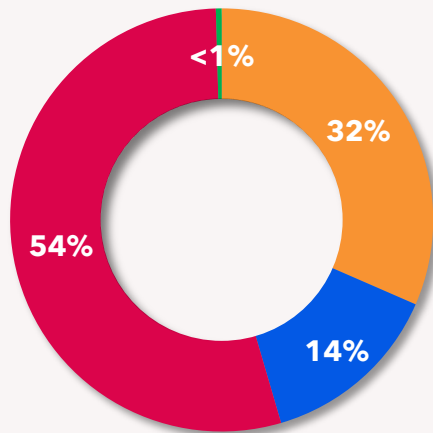
# Governance



# A Family-Controlled Company with Solid Corporate Governance

## Shareholding Structure

- 40,861,314 number of shares
- 57,596,814 number of voting rights



**Bich family** (voting rights 60%)

- Société M.B.D.
- Direct holding
- Free Float
- Treasury Shares

Dec. 2025

## Board of Directors



12  
Directors



40%  
Independents<sup>1</sup>



60%  
Women<sup>1</sup>



5  
Nationalities

Apr. 2026

## Executive Committee



7  
Members



29%  
Women



6  
Nationalities

Apr. 2026

<sup>1</sup>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 April 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



Héma Madiouni



Candace Matthews



Marie-Edmée Vallery-Radot  
Representing Société M.B.D.



# Executive Committee (at the end of April 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*



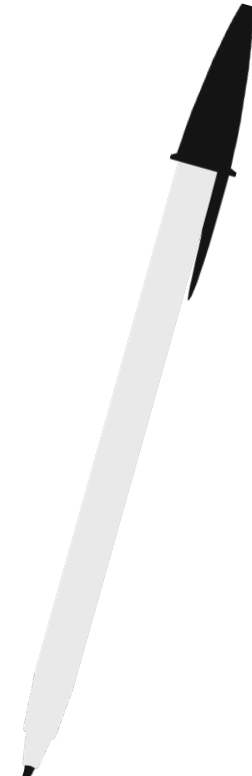
**Grégory Lambertie**  
*Chief Financial &  
Digital Officer*



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



# Appendix



# BIC's Horizon Plan (2020-2025) Capital Allocation Policy

1.

Investments  
into operations  
(CAPEX)

Approximately  
€100m per year

2.

Targeted  
acquisitions

On average  
approximately  
€100m per year

3.

Ordinary  
dividend

Payout ratio  
in the range  
of 40-50% of  
adjusted EPS

4.

Share  
buyback

Regular program  
(up to €40m)



# Group Figures

<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26
Net Sales	478	598	1,077	519	495	<b>2,090</b>	453
<i>Reported growth</i>	(8.3) %	(3.1) %	(5.5) %	(3.9) %	(4.4) %	<b>(4.8) %</b>	(5.3) %
<i>Organic growth<sup>1</sup></i>	(10.9) %	(2.7) %	(6.4) %	(3.3) %	(2.3) %	<b>(4.7) %</b>	+1.6%
<i>Growth at constant currency<sup>1</sup></i>	(7.0) %	+1.4%	(2.4) %	+0.3%	+1.1%	<b>(0.9) %</b>	(0.3) %
EBIT	-	-	122	-	-	<b>156</b>	-
Adjusted EBIT	-	-	147	-	-	<b>283</b>	-
<i>EBIT margin</i>	-	-	11.3%	-	-	<b>7.5%</b>	-
<i>Adjusted EBIT margin</i>	-	-	13.7%	-	-	<b>13.6%</b>	-
Net Income Group Share	-	-	76	-	-	<b>86</b>	-
EPS Group Share	-	-	1.85	-	-	<b>2.10</b>	-

<sup>1</sup> See glossary in appendix



# Group Quarterly Figures by Geography

<i>in million euros</i>	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26
<b>Europe</b>						
Net Sales	168	226	183	158	<b>736</b>	168
Reported growth	+4.7%	+6.6%	+4.6%	+5.7%	<b>+5.5%</b>	+0.0%
Organic growth <sup>1</sup>	(3.5) %	(0.2) %	(0.9) %	(2.4) %	<b>(1.6) %</b>	+1.5%
Growth at constant currency <sup>1</sup>	+4.7%	+6.8%	+5.6%	+6.5%	<b>+6.0%</b>	+1.4%
<b>North America</b>						
Net Sales	167	218	185	180	<b>750</b>	151
Reported growth	(12.5) %	(6.7) %	(6.6) %	(8.1) %	<b>(8.4) %</b>	(9.2) %
Organic growth <sup>1</sup>	(18.7) %	(7.2) %	(4.3) %	(5.2) %	<b>(8.7) %</b>	+1.6%
Growth at constant currency <sup>1</sup>	(14.8) %	(2.7) %	(0.4) %	+0.3%	<b>(4.2) %</b>	+0.7%
<b>Latin America</b>						
Net Sales	87	92	91	95	<b>365</b>	89
Reported growth	(21.0) %	(14.3) %	(8.7) %	(11.5) %	<b>(14.0) %</b>	+1.8%
Organic growth <sup>1</sup>	(10.2) %	+0.1%	(2.9) %	(4.4) %	<b>(4.4) %</b>	+5.3%
Growth at constant currency <sup>1</sup>	(10.2) %	+0.1%	(2.9) %	(4.5) %	<b>(4.4) %</b>	+5.3%
<b>Middle East and Africa</b>						
Net Sales	38	42	42	44	<b>166</b>	35
Reported growth	(5.0) %	+2.6%	(7.0) %	+20.4%	<b>+2.0%</b>	(8.6) %
Organic growth <sup>1</sup>	(7.6) %	+6.2%	(4.8) %	+25.0%	<b>+3.9%</b>	(4.9) %
Growth at constant currency <sup>1</sup>	(7.6) %	+6.2%	(4.8) %	+25.0%	<b>+3.9%</b>	(4.9) %
<b>Asia &amp; Oceania</b>						
Net Sales	18	20	18	17	<b>73</b>	10
Reported growth	(8.2) %	(14.5) %	(19.7) %	(37.7) %	<b>(21.3) %</b>	(45.4) %
Organic growth <sup>1</sup>	(7.0) %	(8.6) %	(11.9) %	(12.1) %	<b>(10.0) %</b>	(2.0) %
Growth at constant currency <sup>1</sup>	(7.0) %	(8.6) %	(11.9) %	(31.3) %	<b>(15.8) %</b>	(43.8) %

<sup>1</sup> See glossary in appendix



# Human Expression



<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26
Net Sales	153	253	406	192	138	<b>736</b>	141
<i>Reported growth</i>	(11.9) %	(9.3) %	(10.3) %	(4.0) %	(14.7) %	<b>(9.6) %</b>	(7.7) %
<i>Organic growth<sup>1</sup></i>	(10.5) %	(6.1) %	(7.8) %	(0.5) %	(5.8) %	<b>(5.6) %</b>	+3.0%
<i>Growth at constant currency<sup>1</sup></i>	(10.5) %	(6.1) %	(7.8) %	(0.5) %	(9.3) %	<b>(6.3) %</b>	(3.2) %
EBIT	-	-	25	-	-	<b>(62)</b>	-
Adjusted EBIT	-	-	45	-	-	<b>55</b>	-
<i>EBIT Margin</i>	-	-	6.2%	-	-	<b>(8.4) %</b>	-
<i>Adjusted EBIT Margin</i>	-	-	11.0%	-	-	<b>7.5%</b>	-

<sup>1</sup> See glossary in appendix



# Flame For Life

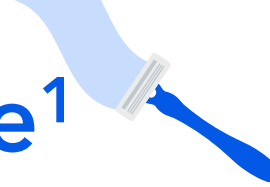


<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26
Net Sales	172	183	354	175	194	<b>723</b>	165
<i>Reported growth</i>	(17.1)%	(6.4)%	(11.9)%	(8.8)%	(10.4)%	<b>(10.8)%</b>	(3.9)%
<i>Organic growth<sup>1</sup></i>	(15.9)%	(0.9)%	(8.6)%	(4.3)%	(5.2)%	<b>(6.7)%</b>	+1.7%
<i>Growth at constant currency<sup>1</sup></i>	(15.9)%	(0.9)%	(8.6)%	(4.3)%	(5.2)%	<b>(6.7)%</b>	+1.7%
EBIT	-	-	101	-	-	<b>218</b>	-
Adjusted EBIT	-	-	101	-	-	<b>216</b>	-
<i>EBIT Margin</i>	-	-	28.6%	-	-	<b>30.2%</b>	-
<i>Adjusted EBIT Margin</i>	-	-	28.6%	-	-	<b>29.9%</b>	-

<sup>1</sup> See glossary in appendix



# Blade Excellence<sup>1</sup>



<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26
Net Sales	145	157	302	146	154	<b>602</b>	139
<i>Reported growth</i>	+9.4%	+13.7%	+11.6%	+2.6%	+18.1%	<b>+10.8%</b>	(4.3) %
<i>Organic growth<sup>2</sup></i>	(4.5) %	+1.6%	(1.4) %	(6.1) %	+6.4%	<b>(0.8) %</b>	+0.6%
<i>Growth at constant currency<sup>2</sup></i>	+11.0%	+19.9%	+15.6%	+7.4%	+24.8%	<b>+15.7%</b>	+0.6%
EBIT	-	-	39	-	-	<b>84</b>	-
Adjusted EBIT	-	-	45	-	-	<b>96</b>	-
<i>EBIT Margin</i>	-	-	12.8%	-	-	<b>13.9%</b>	-
<i>Adjusted EBIT Margin</i>	-	-	14.7%	-	-	<b>15.9%</b>	-

<sup>1</sup> Including Shavers business and Tangle Teezer (brushes)

<sup>2</sup> See glossary in appendix



# Other Products

<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26
Net Sales	9	5	14	7	9	30	8
Reported growth	+4.6%	(0.9) %	+2.4%	+2.0%	(0.7) %	+1.3%	(5.0) %
Organic growth <sup>1</sup>	+4.6%	(1.2) %	+2.3%	+2.0%	(0.7) %	+1.3%	(5.3) %
Growth at constant currency <sup>1</sup>	+4.6%	(1.2) %	+2.3%	+2.0%	(0.7) %	+1.3%	(5.3) %
EBIT	-	-	(1)	-	-	(5)	-
Adjusted EBIT	-	-	(1)	-	-	(5)	-

<sup>1</sup> See glossary in appendix



# Unallocated Costs

<i>in million euros</i>	H1 25	FY 25
EBIT	(42)	(79)
Adjusted EBIT	(42)	(79)



# Glossary

- **Adjusted:** Adjusted means excluding non-recurring items.
- **Constant currency:** Growth at constant currency figures are calculated by translating the current year figures at prior year average exchange rates.
- **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).
- **Organic growth:** Growth at constant currency and constant perimeter (formerly change on a comparative basis)



# 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 main risks that could impact BIC appears in the section “Risk Factors and Management” in BIC’s 2025 Universal Registration Document filed with the French financial markets authority (“AMF”) on March 26, 2026.*

