Investor Presentation

July 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[1]

€4.74
Adjusted EPS[1]

€222m
Free Cash Flow

26m
products sold every day

Present in
>160
countries

>11,000
people

Data at the end of 2025
[1] See glossary in appendix

In tune with the times

1950
Launch of the BIC® Cristal, the first high quality ballpoint pen

1954
International expansion in Europe, Latin America, Africa and North America

1973
First BIC® lighter

1975
First BIC® One-piece shaver

1979
Acquisition of graphite, coloring and marking business

1992
Acquisition of correction products in the US

1997
Acquisition of correction products in Europe

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

DJEEP
Premium Pocket Lighters

2021
Creation of BIC's B2B business in the shaver category

BIC BLADE TECH®

2023
Launch of EZ Reach in Europe and Brazil

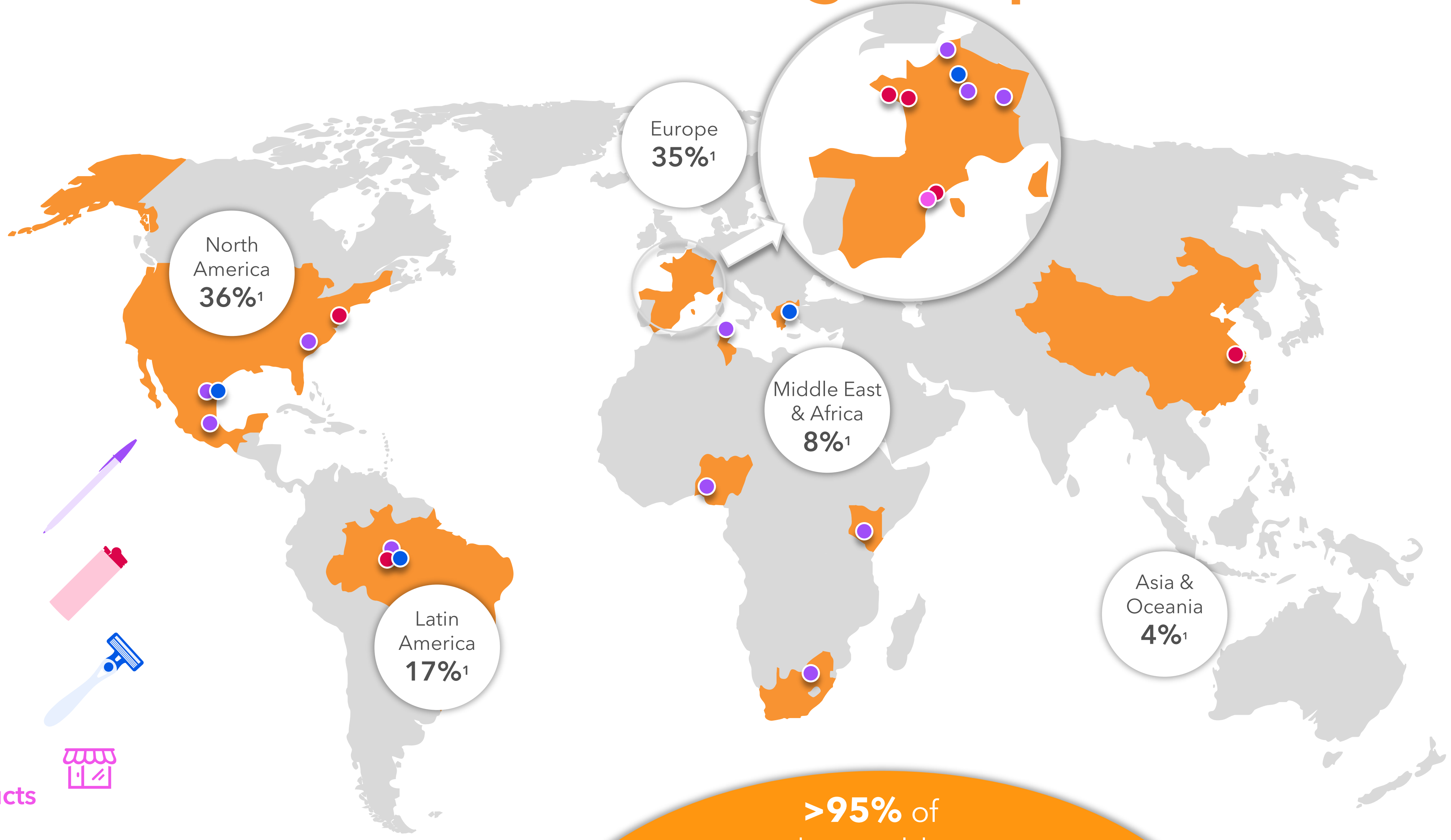
2024
Launch of EZ Load, first utility refillable lighter in the US

TANGLE TEEZER®
Premium detangling haircare company

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

[1] *% of 2025 Net Sales*

Worldwide Leadership Positions

Human Expression

35% Net Sales[1]

#2 in total Stationery
(~8% market share in value[2])

#1 in Ball Pens

#1 Correction

#1 in Mechanical Pencils

Flame For Life

35% Net Sales[1]

#1 in branded Lighters[3]

Blade Excellence

29% Net Sales[1]

#2 in one-piece Shavers
(~23% market share in value[4])

#1 in the UK and #3 in the US in hairbrushes[5]

[1] Share of BIC's Net Sales in 2025
[2] Source: Euromonitor 2024
[3] Source: BIC Estimates in value for 2024 (excluding China)
[4] Source: NIQ & Circana 2024
[5] Source: Nielsen (UK) and Circana (US) 2025

Human Expression

2025

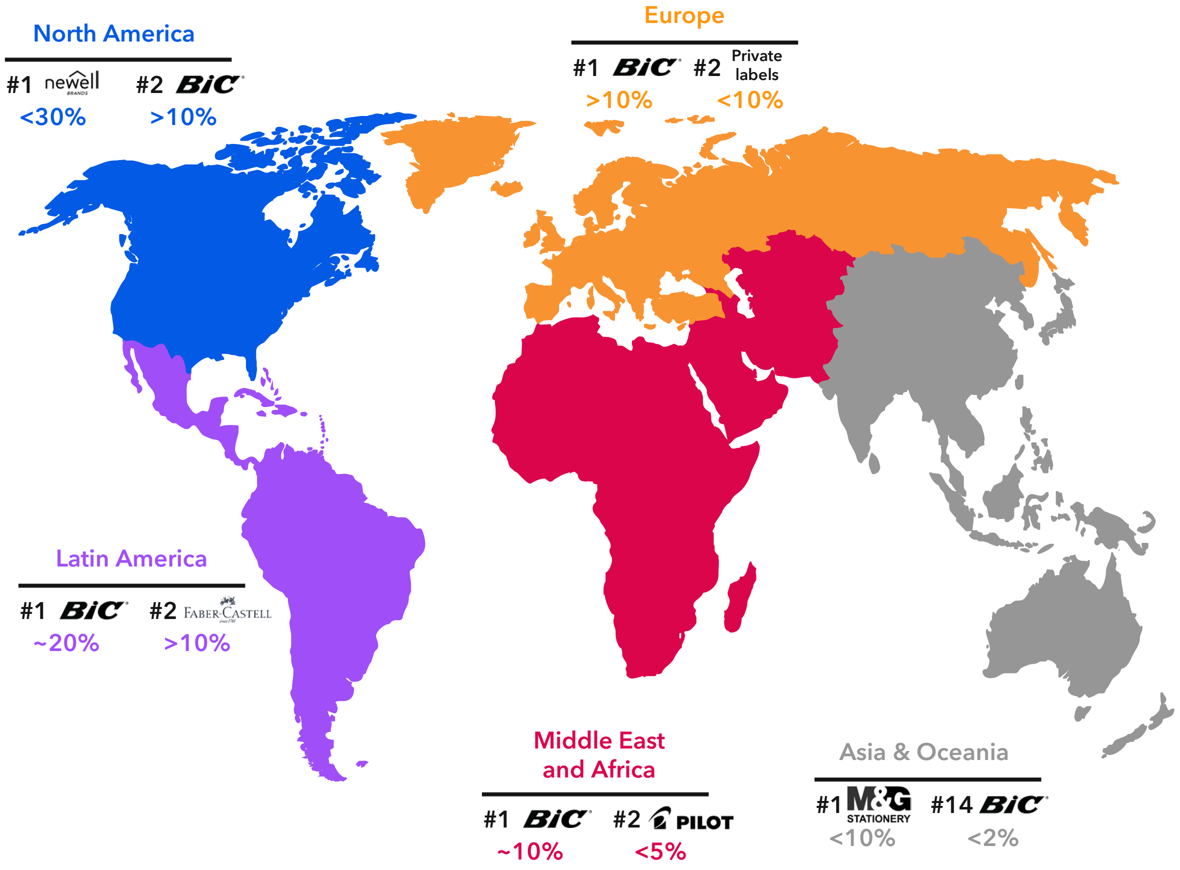
€736m
Net Sales
-6.3% at CC[1]
-5.6% at CB[2]

€55m
Adjusted EBIT
7.5%

[1] Change at constant currency
[2] Change on a comparative basis (organic growth)

BIC's leadership position in Stationery

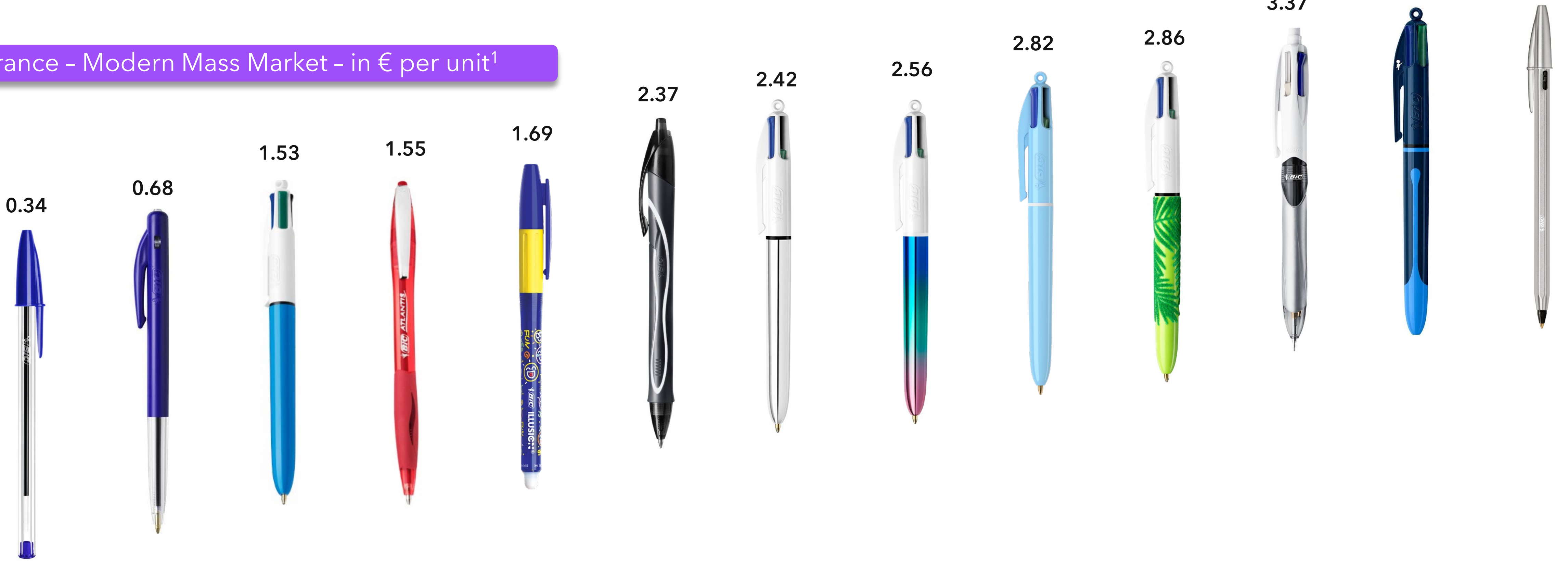
BIC Global Rank: #2 with ~8% share



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[1]



Product	Price (€)
CRISTAL MEDIUM	0.34
M10	0.68
4C MEDIUM	1.53
ATLANTIS	1.55
ILLUSION	1.69
GELOCITY QUICK DRY	2.37
4C SHINE	2.42
4C GRADIENT	2.56
4C PASTEL	2.82
4C VELOURS	2.86
4C 3+1 WITH LEADS	3.37
4C SMOOTH WITH REFILLS	3.61
CRISTAL RENEW WITH REFILLS	3.69

[1] as of February 2026

Flame For Life

2025

€723m
Net Sales
-6.7%[1]

€216m
Adjusted EBIT
29.9%

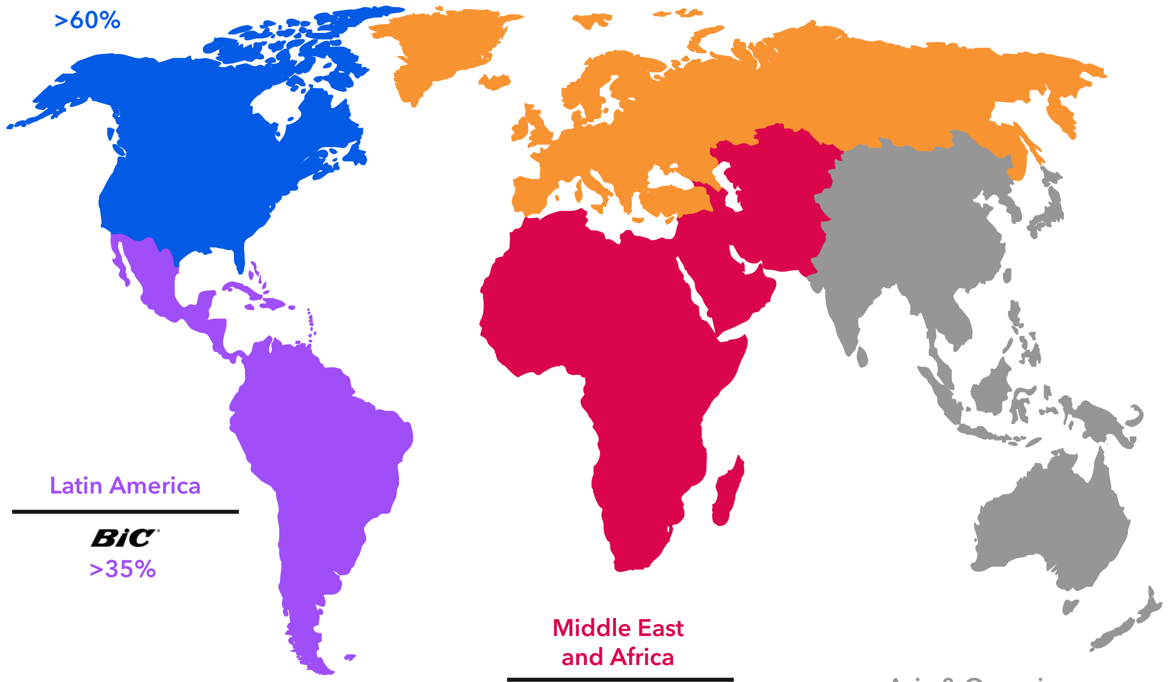
[1] *Change at constant currency and change on a comparative basis (organic growth)*

BIC's leadership position in Lighters

BIC global market share: ~15%[1]

North America
>60%

Europe
>25%



Latin America
>35%

Middle East and Africa
<5%

Asia & Oceania
<5%

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

Flame for Life:
Towards a more value-added portfolio

[1] *2025 list price in France and the US*

Blade Excellence

2025

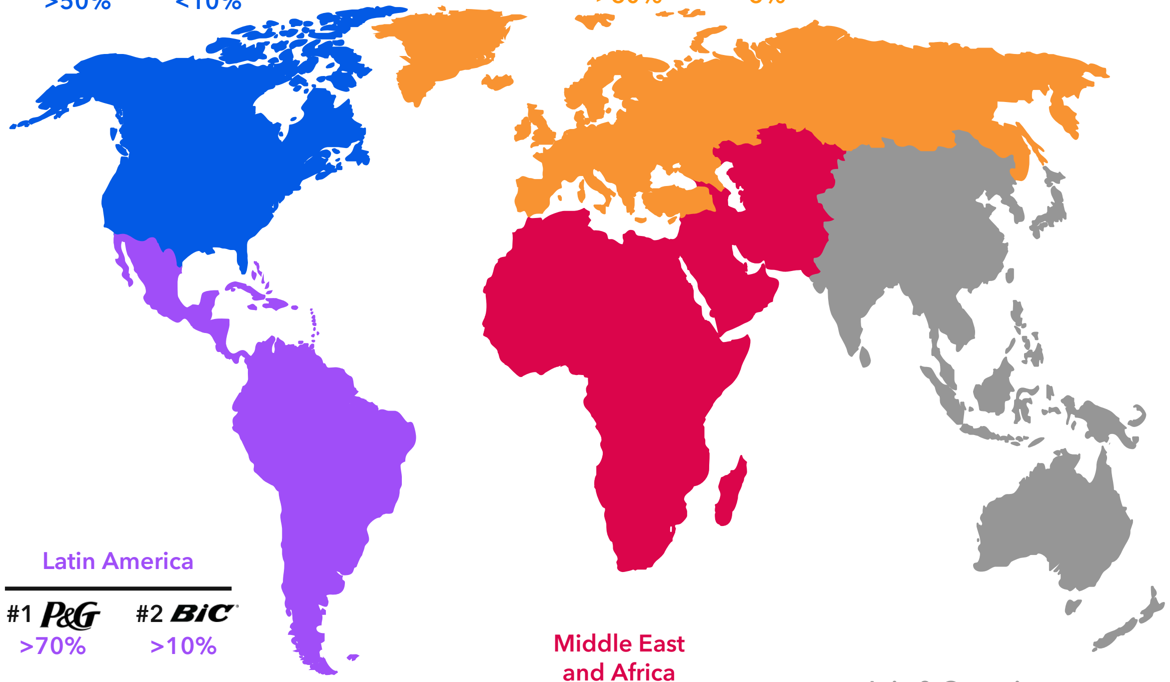
€602m
Net Sales
+15.7% at CC[1]
-0.8% at CB[2]

€96m
Adjusted EBIT
15.9%

[1] *Change at constant currency*
[2] *Change on a comparative basis (organic growth)*

BIC's leadership position in Shavers

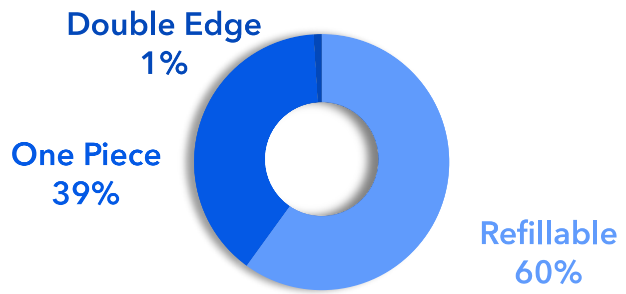
BIC Global Rank: #3 in total wet shave with ~7% share[1]
#2 in One-Piece shavers with ~23% share[1]



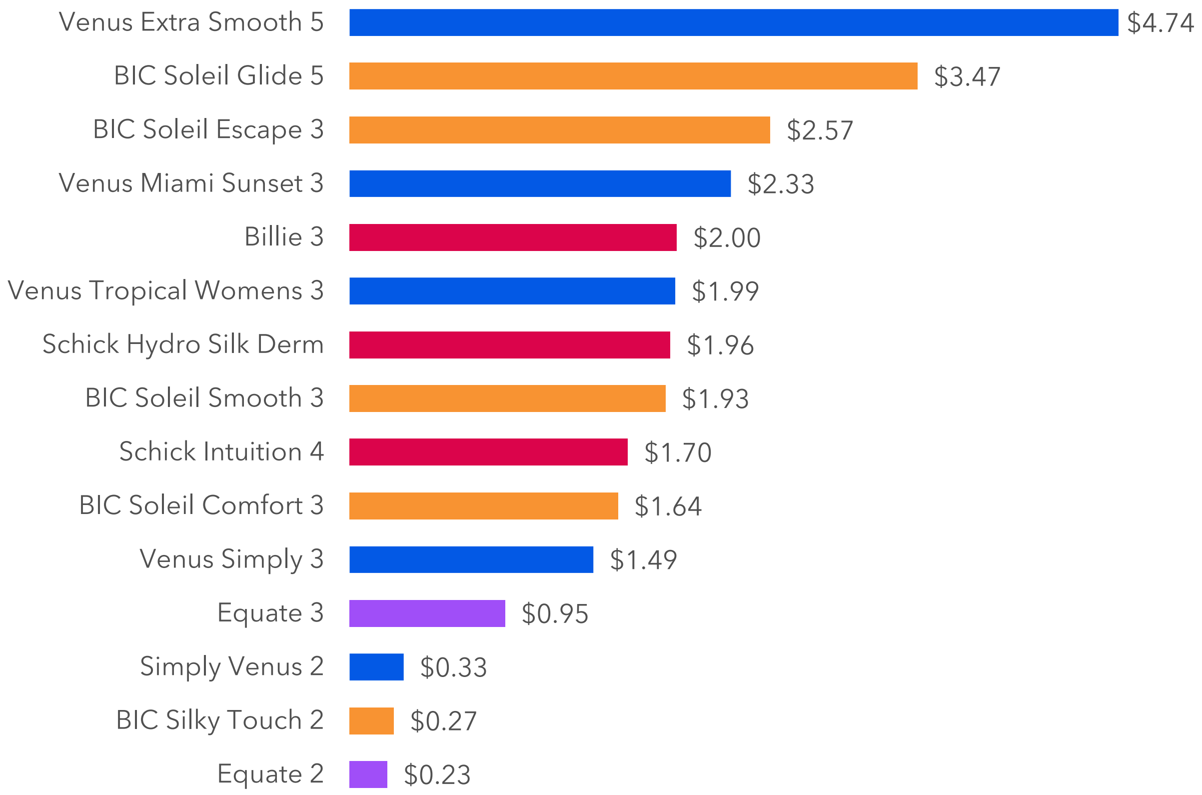
Source: Market share in value. Euromonitor 2024 for total wet shave market (global and by region). NIQ & Circana 2024 for the one-piece shavers market.

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

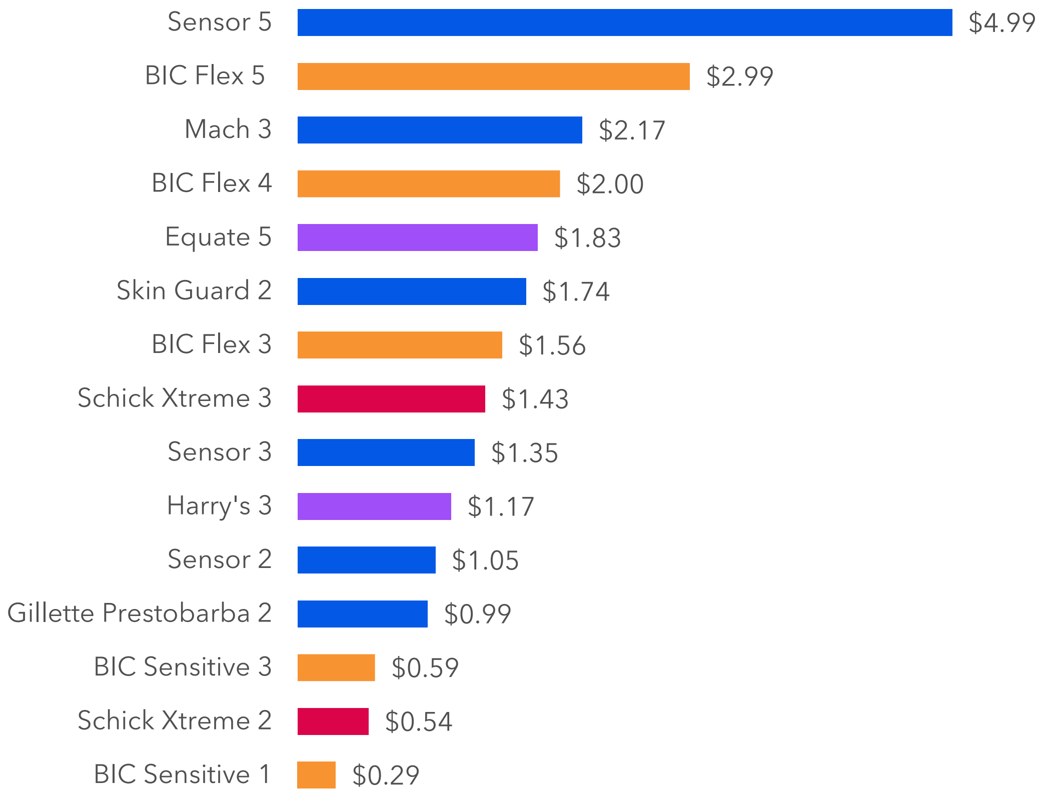
Breakdown of the total wet shave market by segment[1]



Women's shaver range[2]



Men's shaver range[2]



BIC Gillette Edgewell Others

[1] *Euromonitor 2024*
[2] *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	Market positioning
>40% Europe[1]	#1 UK[2]
>40% US[1]	#3 US[2]

[1] Share of Tangle Teezer 2025 Net Sales by region
[2] Market share in value. Source: Nielsen (UK) and Circana (US)

Operational & Consolidated Results

H1 2026

H1 2026 Key Takeaways

- **H1 organic growth of +1.7%,** fueled by **all categories and key regions**
- **Improvement in the US** with net sales growth in Human Expression and Blade Excellence, and stabilization in Flame for Life
- **Growth accelerated at Tangle Teezer in Q2,** reaching organic growth of +16% in H1
- **Middle East and Africa** returned to high single-digit growth in Q2 after a challenging Q1
- **Strong aEBIT margin and Free Cash Flow**, driven by US tariff refunds and operational improvement
- **Transformation underway** in a key transitional year, more details to be unveiled at BIC's Strategic Update in September

H1 2026 Key Financial Figures

	Net Sales	Adjusted[1] EBIT	Adjusted[1] EPS	Free Cash Flow[3]
Q2 2026	€586m +1.8% organic growth	€166m 16.0% Adjusted EBIT Margin[2]	€2.81 versus €2.35 in H1 2025	€64m €189m Net Cash Position[4]
H1 2026	€1,040m +1.7% organic growth			

[1] Adjusted means excluding non-recurring items
[2] Including a 1.5 points positive contribution from US tariff refunds. Excluding this impact, the adjusted EBIT margin was at 14.5%
[3] Free Cash Flow generation before acquisitions and disposals
[4] At the end of June 2026

Q2 2026 Net Sales Evolution

H1 2026 Net Sales Evolution

H1 2026 Performance – Human Expression

H1 2026

€377m
Net Sales
+0.5%[1]

€52m
Adjusted EBIT
13.7%

North America
Robust growth fueled by **distribution gains in retail and e-Commerce**

Middle East and Africa
Solid rebound in Q2 with positive Back-to-School momentum in North Africa

Challenging competitive environment in the Modern Trade channel in **Latin America**

Europe
Slight negative organic growth despite the **success of the new Vibbies range**

[1] *Organic growth*

H1 2026 Performance – Flame For Life

Latin America
Solid commercial execution in Mexico

North America
Net sales stabilization with growth in the **convenience channel** and e-Commerce

Europe
Slight growth with distribution gains across key European countries

Middle East & Africa
Continued **distribution gains** in North Africa

H1 2026

€351m
Net Sales
+1.7%[1]

€112m
Adjusted EBIT
31.9%

[1] *Organic growth*

H1 2026 Performance – Blade Excellence

H1 2026

€296m
Net Sales[1]
+2.9%[2]

€45m
Adjusted EBIT[1]
15.2%

Europe
Distribution gains supported by **Flex and Soleil ranges**. Strong growth at **Tangle Teezer**

Latin America
Success of **trade-up strategy** with additional distribution gains in the Flex and Soleil ranges

Middle East and Africa
Return to **strong growth in Q2** after a tough Q1 impacted by the Middle East conflict

North America
Challenging competitive environment in shavers. Distribution and market share gains at **Tangle Teezer**

[1] *Includes Tangle Teezer (brushes)*
[2] *Organic growth*

H1 2026 Performance – Tangle Teezer

Growth acceleration in Q2 at +21%, driven by both the US and Europe

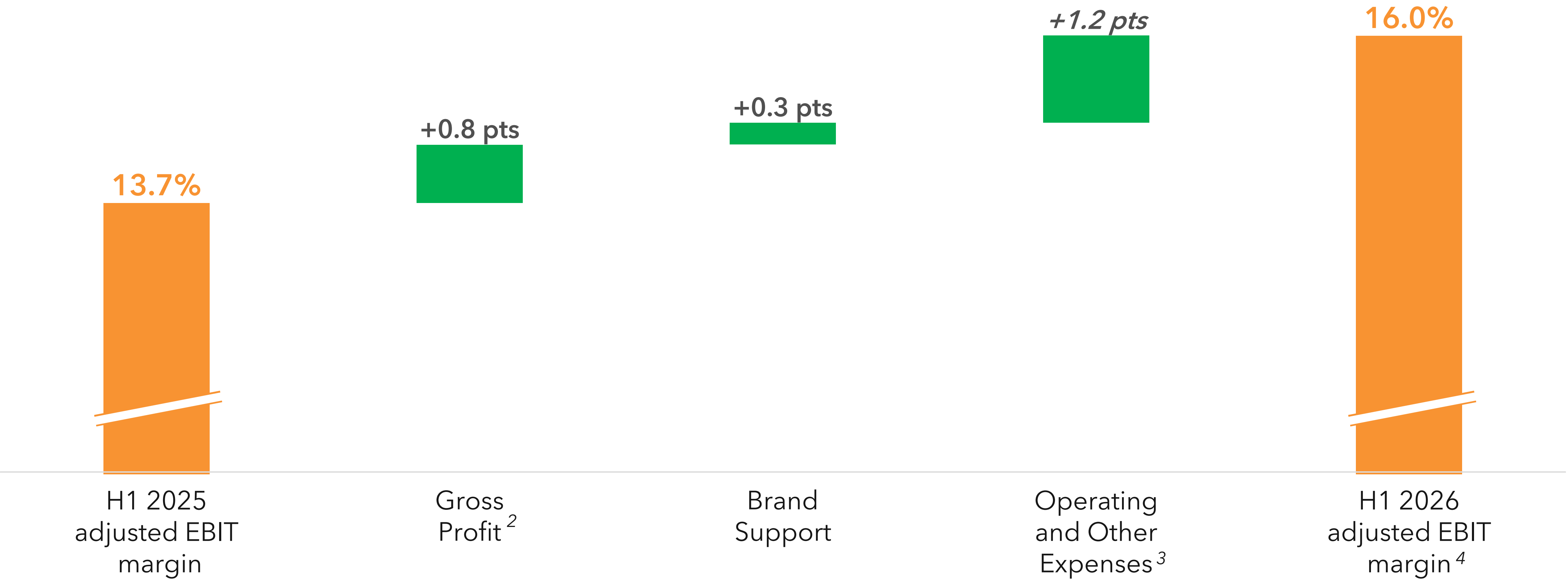
Success of premium products, including recently launched Chrome and Matte ranges

Solid market share gains and distribution expansion at key retailers and in e-Commerce

New product launches and key partnerships like "The Devil Wears Prada" collection

+16%
Net Sales Organic growth

H1 2026 Adjusted EBIT[1] Margin Evolution



[1] *See glossary in appendix*
[2] *Excluding Tangle Teezer inventory fair value adjustment in H1 2025*
[3] *Excluding non-recurring items*
[4] *Including a 1.5 points positive contribution from US tariff refunds. Excluding this impact, adjusted EBIT margin was 14.5%*

H1 2026 Profit & Loss Account

in million euros	H1 2025	H1 2026
Adjusted EBIT[1]	**147**	**166**
Non-recurring items	(25)	(8)
EBIT	**122**	**158**
Finance revenue/(costs)	(11)	(1)
Income before Tax	**111**	**157**
Net Income Group share	**76**	**108**
Adjusted Net Income Group share	**97**	**114**
Group EPS *(in €)*	**1.85**	**2.65**
Adjusted Group EPS[1] *(in €)*	**2.35**	**2.81**

H1 2026 non-recurring items, mainly :

- **€10m** restructuring costs
- **€6m** transformation costs
- **€4m** costs related to discontinued activities
- **-€12m** Virtual Power Purchase Agreement in Greece

H1 2026 finance costs were €1m

40,648,852 average outstanding shares (net of treasury shares)

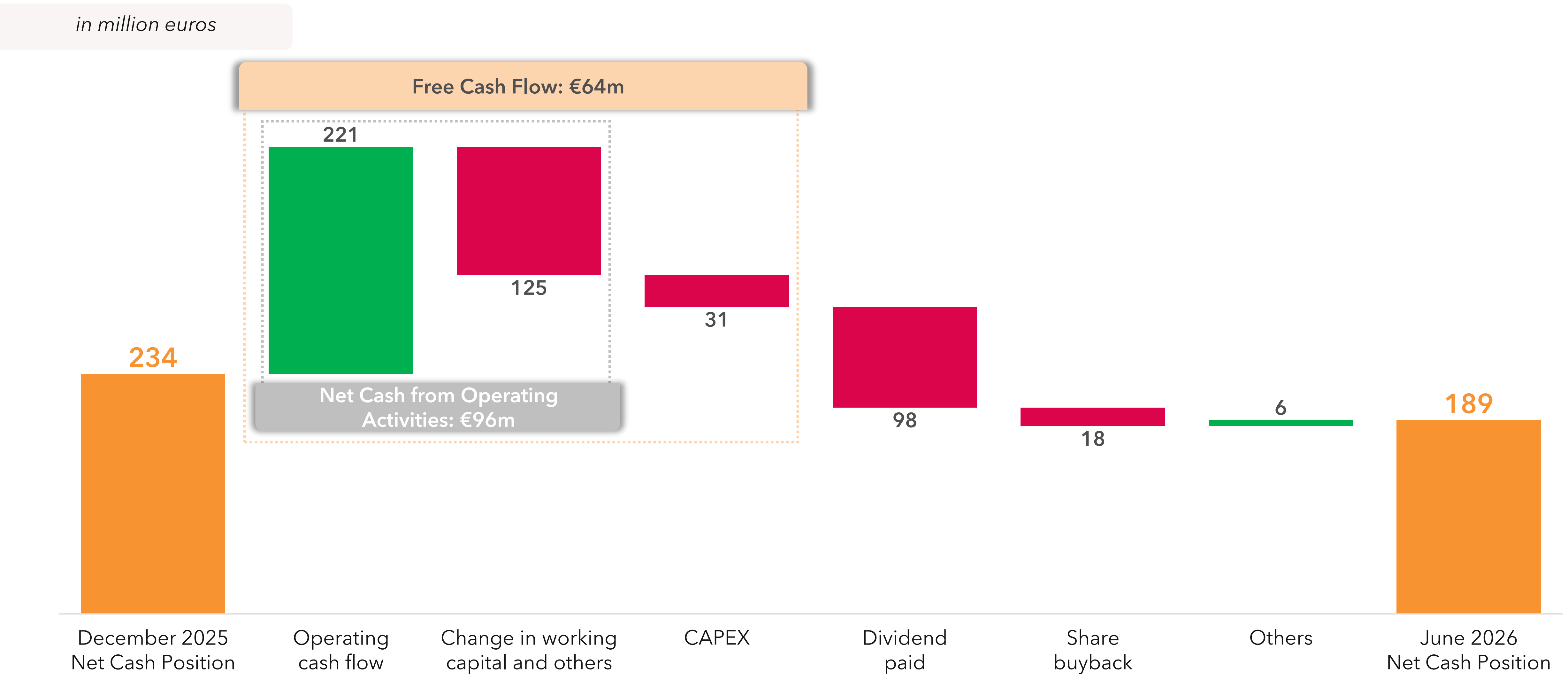
[1] *See glossary in appendix*

H1 2026 Free Cash Flow Generation

in million euros

[1] *Mainly includes pensions contribution*

H1 2026 Net Cash Position



2026 Outlook

Following the first half performance, BIC now anticipates under current assumptions:

Modest organic growth

Adjusted EBIT margin slightly above 14.0%

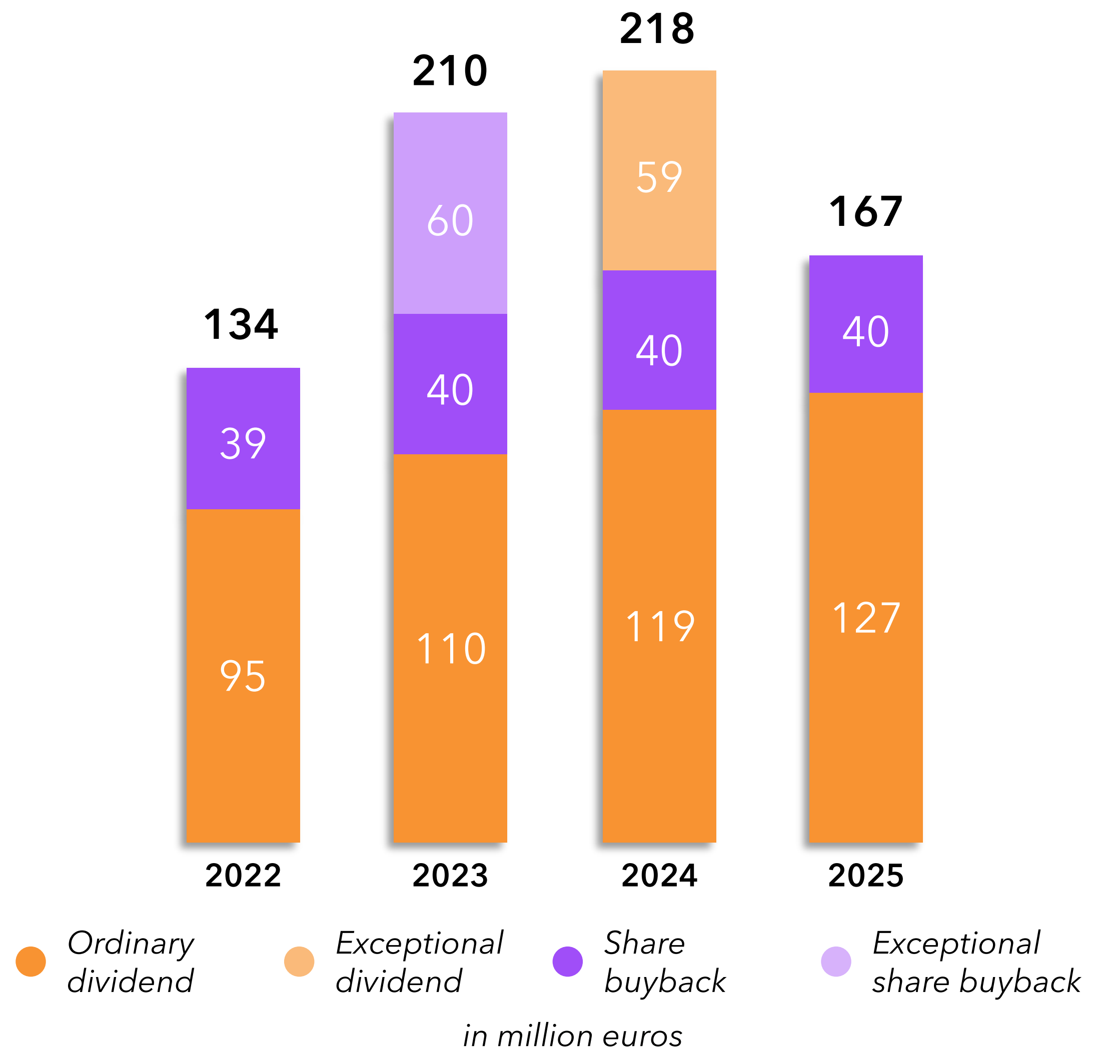
Stable Free Cash Flow

Shareholder Remuneration

€2.40 — Ordinary dividend for fiscal year 2025[1]

51% — 2025 Payout ratio[2]

up to €40m — 2026 Share buyback program



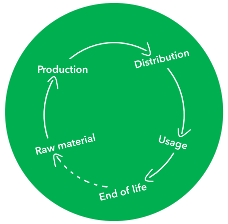
[1] Representing an estimated amount of €98m. Paid in June 2026 – based on 40,861,314 shares as of December 31, 2025 excluding treasury shares
[2] Dividend per share / Adjusted Group EPS

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"*



1994
Conducted first life cycle product analyses

2004
Published first public report on the Sustainable Development Program launched in 2003

2009
Became first stationery manufacturer to receive the *"NF Environnement"* (NF400 Writing Instruments) ecolabel

2011
Began a recycling partnership in Europe with TerraCycle®

2016
Created the BIC Corporate Foundation

2017
Initiated first circular economy model with Ubicuity™ benches

2018
Launched the Writing the Future, Together™ program

2022


Announced greenhouse gas emission-reduction targets

2024
Launched BIC® EZ Load™, BIC's first refillable utility lighter

2025


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

BIC's Long-lasting Products with Low Environmental Impact

3km

Up to 3 kilometers of writing for a BIC® Cristal®[1]

3,000

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

13

Up to 13 shaves with a BIC® Flex 5 shaver

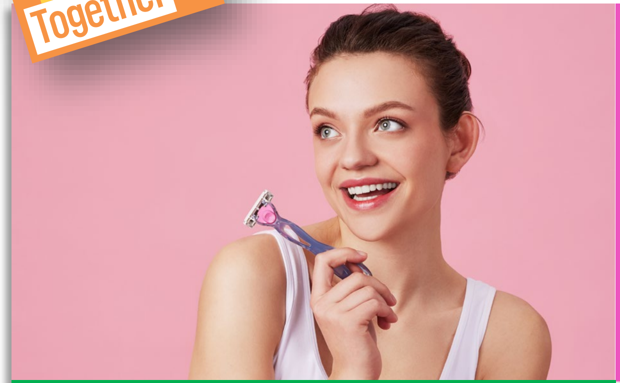
BIC® ECOlutions™, a complete line of products made from recycled materials

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

[1] *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

-50%[1]
Virgin plastic in our packaging compared to 2019

100%
of strategic suppliers involved in at least one responsible procurement action to ensure 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

245 million
Children supported through education initiatives since 2018

[1] Excluding Cello and BIC Nigeria

Where We Stand With Our Writing The Future Commitments

	Our Commitments	Target	Baseline Year	2025 Results
Product	Packaging	**100%** of cardboard packaging from certified and/or recycled sources	–	**100%**
		100% recyclable, reusable, or compostable plastic in consumer packaging	–	**84%**
		100% PVC-free plastic packaging	–	**99%**
		75% recycled content in plastic packaging	–	**64%**
	Product	**50%** non-virgin petroleum plastics in products*	–	**6.5%**
Planet	Climate change	**100%** renewable electricity	2019	**85%**
		50% reduction in Scope 1 GHG emissions*	2019	**-47%**
		100% reduction in Scope 2 GHG emissions*	2019	**-49%**
		5% reduction in Scope 3 GHG emissions*	2019	**-15%**
		30% reduction in Flame for Life Scope 3 GHG emissions*	-	**-9%**
		Keep air freight to below **2.3%** of intra-company transport		**0.65%**
People	Safety	No lost-time injuries across operations	–	**-4%** In 2025 compared to 2024
	Education	Improve learning conditions for **250m** children	2018	**245m**
	Suppliers	Work responsibly with strategic suppliers to ensure the most secure, innovative, and efficient sourcing	–	**100%**

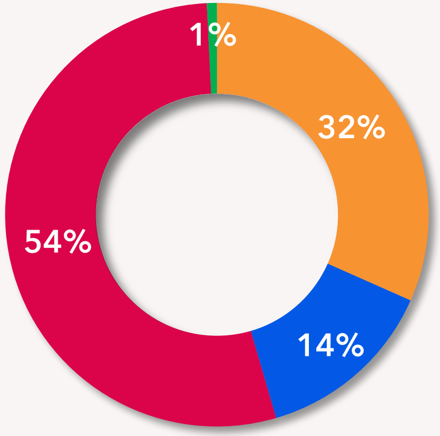
** 2030 goals*

Governance

A Family-Controlled Company with Solid Corporate Governance

Shareholding Structure

- 40,861,314 number of shares
- 57,550,944 number of voting rights



Bich family (voting rights 60%)

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

Jun. 2026

Board of Directors

12 Directors

40% Independents[1]

60% Women[1]

5 Nationalities

Jul. 2026

Executive Committee

7 Members

29% Women

6 Nationalities

Jul. 2026

[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 July 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

(C)

Esther Gaide

(C)

Karen Guerra

Véronique Laury

Héla Madiouni

(C)

Candace Matthews

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

Executive Committee (at the end of July 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

in million euros	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26
Net Sales	478	598	1,077	519	495	**2,090**	453	586	1,040
Reported growth	*(8.3) %*	*(3.1) %*	*(5.5) %*	*(3.9) %*	*(4.4) %*	***(4.8) %***	*(5.3) %*	*(2.0) %*	*(3.5) %*
Organic growth[1]	*(10.9) %*	*(2.7) %*	*(6.4) %*	*(3.3) %*	*(2.3) %*	***(4.7) %***	*+1.6%*	*+1.8%*	*+1.7%*
Growth at constant currency[1]	*(7.0) %*	*+1.4%*	*(2.4) %*	*+0.3%*	*+1.1%*	***(0.9) %***	*(0.3) %*	*(1.7) %*	*(1.1) %*
EBIT	-	-	122	-	-	**156**	-	-	158
Adjusted EBIT	-	-	147	-	-	**283**	-	-	166
EBIT margin	-	-	*11.3%*	-	-	***7.5%***	-	-	*15.2%*
Adjusted EBIT margin	-	-	*13.7%*	-	-	***13.6%***	-	-	*16.0%*
Net Income Group Share	-	-	76	-	-	**86**	-	-	108
Group EPS	-	-	1.85	-	-	**2.10**	-	-	2.65

[1] *See glossary in appendix*

Group Quarterly Figures by Geography

in million euros	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26
Europe							
Net Sales	168	226	183	158	**736**	168	221
Reported growth	*+4.7%*	*+6.6%*	*+4.6%*	*+5.7%*	***+5.5%***	*+0.0%*	*(2.2) %*
Organic growth[1]	*(3.5) %*	*(0.2) %*	*(0.9) %*	*(2.4) %*	***(1.6) %***	*+1.5%*	*+0.0%*
Growth at constant currency[1]	*+4.7%*	*+6.8%*	*+5.6%*	*+6.5%*	***+6.0%***	*+1.4%*	*(1.6) %*
North America							
Net Sales	167	218	185	180	**750**	151	208
Reported growth	*(12.5) %*	*(6.7) %*	*(6.6) %*	*(8.1) %*	***(8.4) %***	*(9.2) %*	*(4.6) %*
Organic growth[1]	*(18.7) %*	*(7.2) %*	*(4.3) %*	*(5.2) %*	***(8.7) %***	*+1.6%*	*+2.9%*
Growth at constant currency[1]	*(14.8) %*	*(2.7) %*	*(0.4) %*	*+0.3%*	***(4.2) %***	*+0.7%*	*(1.2) %*
Latin America							
Net Sales	87	92	91	95	**365**	89	99
Reported growth	*(21.0) %*	*(14.3) %*	*(8.7) %*	*(11.5) %*	***(14.0) %***	*+1.8%*	*+7.9%*
Organic growth[1]	*(10.2) %*	*+0.1%*	*(2.9) %*	*(4.4) %*	***(4.4) %***	*+5.3%*	*+1.1%*
Growth at constant currency[1]	*(10.2) %*	*+0.1%*	*(2.9) %*	*(4.5) %*	***(4.4) %***	*+5.3%*	*+1.1%*
Middle East and Africa							
Net Sales	38	42	42	44	**166**	35	46
Reported growth	*(5.0) %*	*+2.6%*	*(7.0) %*	*+20.4%*	***+2.0%***	*(8.6) %*	*+8.4%*
Organic growth[1]	*(7.6) %*	*+6.2%*	*(4.8) %*	*+25.0%*	***+3.9%***	*(4.9) %*	*+7.9%*
Growth at constant currency[1]	*(7.6) %*	*+6.2%*	*(4.8) %*	*+25.0%*	***+3.9%***	*(4.9) %*	*+7.9%*
Asia & Oceania							
Net Sales	18	20	18	17	**73**	10	12
Reported growth	*(8.2) %*	*(14.5) %*	*(19.7) %*	*(37.7) %*	***(21.3) %***	*(45.4) %*	*(39.1) %*
Organic growth[1]	*(7.0) %*	*(8.6) %*	*(11.9) %*	*(12.1) %*	***(10.0) %***	*(2.0) %*	*(0.2) %*
Growth at constant currency[1]	*(7.0) %*	*(8.6) %*	*(11.9) %*	*(31.3) %*	***(15.8) %***	*(43.8) %*	*(41.1) %*

[1] *See glossary in appendix*

Human Expression

in million euros	**Q1 25**	**Q2 25**	**H1 25**	**Q3 25**	**Q4 25**	**FY 25**	**Q1 26**	**Q2 26**	**H1 26**
Net Sales	153	253	406	192	138	**736**	141	235	377
Reported growth	*(11.9) %*	*(9.3) %*	*(10.3) %*	*(4.0) %*	*(14.7) %*	***(9.6) %***	*(7.7) %*	*(6.9) %*	*(7.2) %*
Organic growth[1]	*(10.5) %*	*(6.1) %*	*(7.8) %*	*(0.5) %*	*(5.8) %*	***(5.6) %***	*+3.0%*	*(1.0) %*	*+0.5%*
Growth at constant currency[1]	*(10.5) %*	*(6.1) %*	*(7.8) %*	*(0.5) %*	*(9.3) %*	***(6.3) %***	*(3.2) %*	*(6.3) %*	*(5.1) %*
EBIT	-	-	25	-	-	**(62)**	-	-	46
Adjusted EBIT	-	-	45	-	-	**55**	-	-	52
EBIT Margin	-	-	*6.2%*	-	-	***(8.4) %***	-	-	*12.1%*
Adjusted EBIT Margin	-	-	*11.0%*	-	-	***7.5%***	-	-	*13.7%*

[1] *See glossary in appendix*

Flame For Life

in million euros	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26
Net Sales	172	183	354	175	194	**723**	165	186	351
Reported growth	*(17.1) %*	*(6.4) %*	*(11.9) %*	*(8.8) %*	*(10.4) %*	***(10.8) %***	*(3.9) %*	*+1.7%*	*(1.0) %*
Organic growth[1]	*(15.9) %*	*(0.9) %*	*(8.6) %*	(4.3) %	(5.2) %	***(6.7) %***	+1.7%	*+1.7%*	*+1.7%*
Growth at constant currency[1]	*(15.9) %*	*(0.9) %*	*(8.6) %*	(4.3) %	(5.2) %	***(6.7) %***	+1.7%	*+1.7%*	*+1.7%*
EBIT	-	-	101	-	-	**218**	-	-	107
Adjusted EBIT	-	-	101	-	-	**216**	-	-	112
EBIT Margin	-	-	*28.6%*	-	-	***30.2%***	-	-	*30.5%*
Adjusted EBIT Margin	-	-	*28.6%*	-	-	***29.9%***	-	-	*31.9%*

[1] See glossary in appendix

Blade Excellence[1]

in million euros	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26
Net Sales	145	157	302	146	154	**602**	139	158	296
Reported growth	*+9.4%*	*+13.7%*	*+11.6%*	*+2.6%*	*+18.1%*	***+10.8%***	*(4.3) %*	*+0.1%*	*(2.0) %*
Organic growth[2]	*(4.5) %*	*+1.6%*	*(1.4) %*	*(6.1) %*	*+6.4%*	***(0.8) %***	*+0.6%*	*+5.1%*	*+2.9%*
Growth at constant currency[2]	*+11.0%*	*+19.9%*	*+15.6%*	*+7.4%*	*+24.8%*	***+15.7%***	*+0.6%*	*+0.2%*	*+0.4%*

EBIT	-	-	39	-	-	**84**	-	-	54
Adjusted EBIT	-	-	45	-	-	**96**	-	-	45
EBIT Margin	-	-	*12.8%*	-	-	***13.9%***	-	-	*18.4%*
Adjusted EBIT Margin	-	-	*14.7%*	-	-	***15.9%***	-	-	*15.2%*

[1] *Including Shavers business and Tangle Teezer (brushes)*
[2] *See glossary in appendix*

Other Products

in million euros	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26
Net Sales	9	5	14	7	9	**30**	8	8	16
Reported growth	*+4.6%*	*(0.9) %*	*+2.4%*	*+2.0%*	*(0.7) %*	***+1.3%***	*(5.0) %*	*+38.9%*	*+12.1%*
Organic growth[1]	*+4.6%*	*(1.2) %*	*+2.3%*	*+2.0%*	*(0.7) %*	***+1.3%***	*(5.3) %*	*+38.5%*	*+11.8%*
Growth at constant currency[1]	*+4.6%*	*(1.2) %*	*+2.3%*	*+2.0%*	*(0.7) %*	***+1.3%***	*(5.3) %*	*+38.5%*	*+11.8%*

EBIT	-	-	(1)	-	-	**(5)**	-	-	(2)
Adjusted EBIT	-	-	(1)	-	-	**(5)**	-	-	(2)

[1] *See glossary in appendix*

Unallocated Costs

in million euros	H1 25	FY 25	H1 26
EBIT	(42)	**(79)**	(47)
Adjusted EBIT	(42)	**(79)**	(41)

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 chapter "Risk Factors and Management" of BIC's 2025 Universal Registration Document filed with the French financial markets authority ("AMF") on March 26, 2026.