Investor Presentation

September 2026

BIC in a nutshell

World leader in stationery, lighter, shaver and hairbrush products

Vision

Bring simplicity and joy to everyday life.

Mission

Become the leader of beautiful, better everyday essentials.

€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

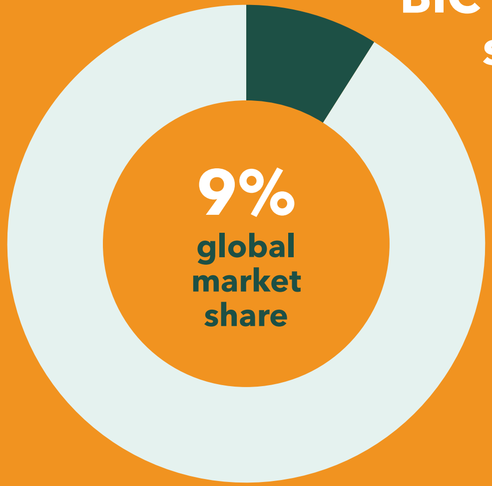
- **1950** – Launch of the BIC® Cristal, the first high quality ballpoint pen
- **1954** – International expansion in Europe, Latin America, Africa and North America
- **1973** – First BIC® lighter
- **1975** – First BIC® One-piece shaver
- **1979** – Acquisition of graphite, coloring and marking business (Conté – since / depuis 1795 –)
- **1992** – Acquisition of correction products in the US (BIC Wite-Out Quick Dry Correction Fluid)
- **1997** – Acquisition of correction products in Europe (Tipp-Ex)
- **1998** – Launch of first utility lighter
- **2018** – Launch of the "Writing the Future, Together" sustainable development plan (Writing the Future, Together)
- **2019** – Acquisition of Lucky Stationery, Nigeria's leading writing instruments player (Lucky – It's Smooth It's Smart)
- **2020** – DJEEP: Premium Pocket Lighters; Launch of EZ Reach, BIC's first pocket utility lighter in the US
- **2023** – Launch of EZ Reach in Europe and Brazil
- **2024** – TANGLE TEEZER: Premium detangling haircare company; Launch of EZ Load, first utility refillable lighter in the US
- **2025** – Launch of Flex 5 Sensitive, first global launch
- **2026** – BIC to the future: Launch of new strategic plan to 2030 : BIC to the Future

BIC's Market Share and Brands

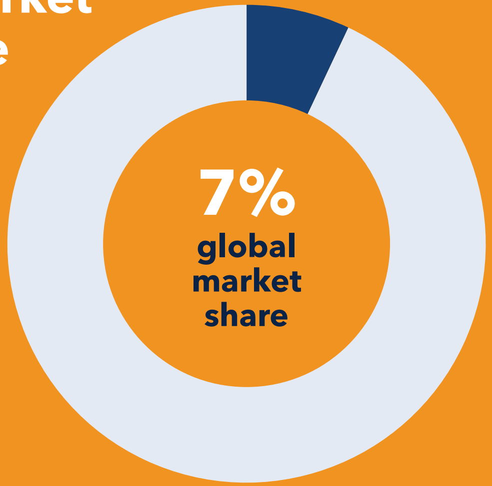
BIC's market share

Stationery

Lighters



Shavers



Brushes

BIC's brands

BIC · BIC Kids · Wite-Out · Lucky · BIC Intensity · BIC Evolution · Tipp-Ex · BIC Ecolutions

BIC · BIC EZ Reach THE ULTIMATE LIGHTER · BIC Ecolutions · DJEEP · BIC EZ LOAD

BIC · BIC Flex RAZORS · BIC Soleil

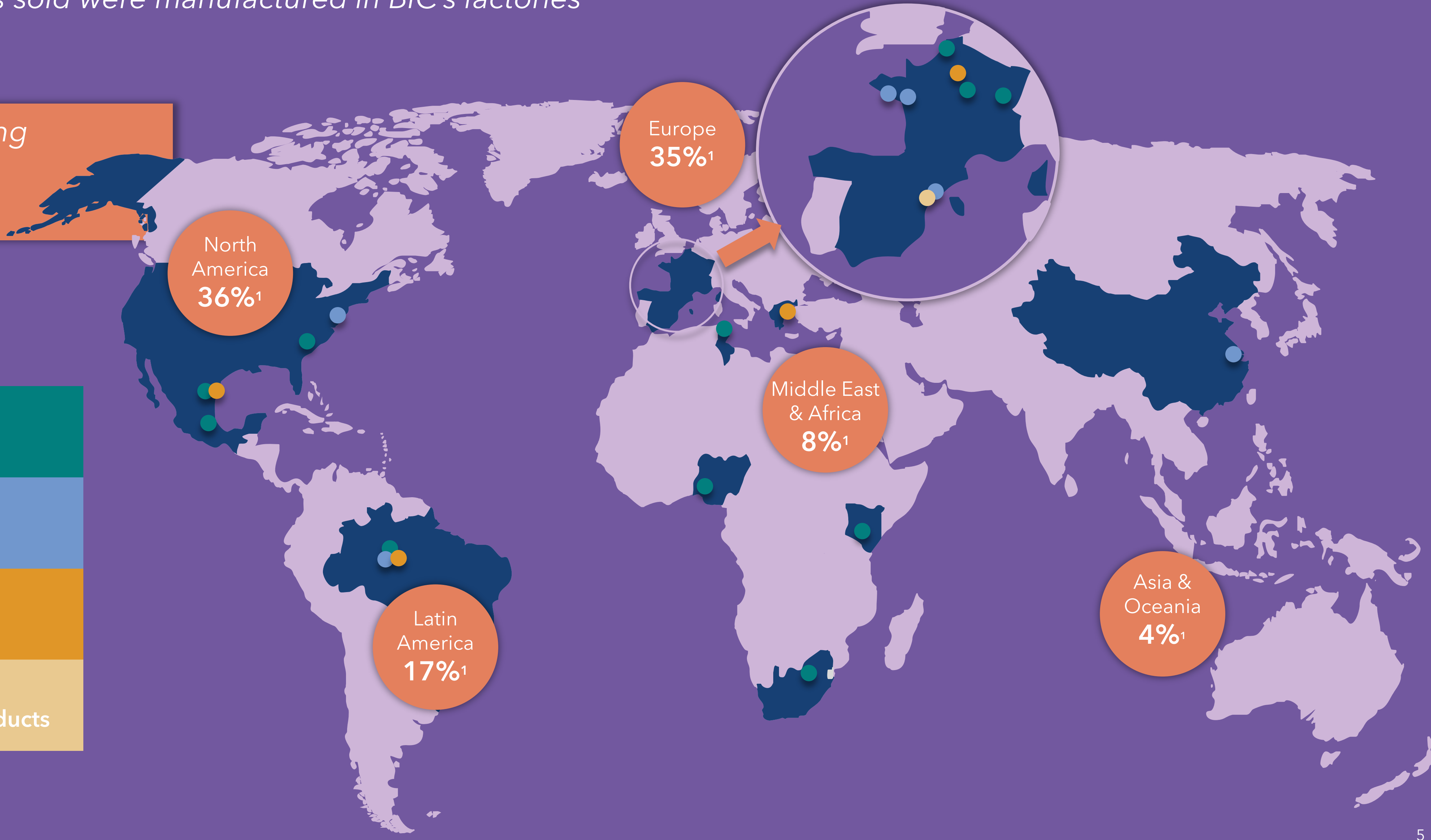
TANGLE TEEZER

Source: Based on global data providers and BIC estimates.
Notes: Market share in value for Stationery, Shavers and Brushes. Market share in Volume for Lighters, reliable market sizing being based on data available in units only.

BIC's Global Manufacturing Footprint

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

***18** manufacturing sites across **5** continents*



Stationery

Lighters

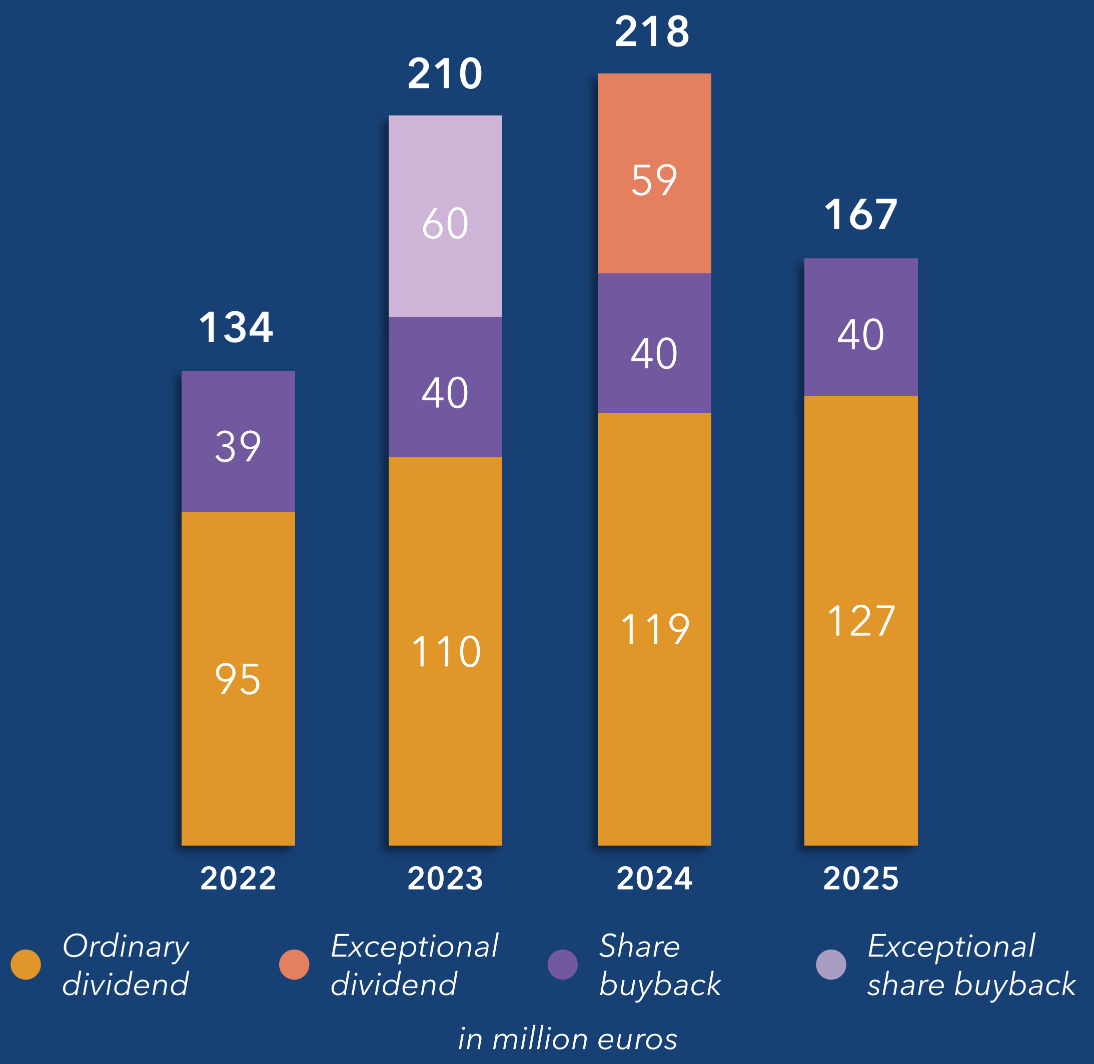
Shavers

Advertising & promotional products

[1] *% of 2025 Net Sales*

BIC's Historical 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

BIC's new Operating Model and 2030 ambition

to the future

Building on a sharper operating model

Global category-led strategy

Stationery

Lighters

Shavers

Brushes

Global brand & strategy

Product portfolio management

Innovation

Manufacturing

Local commercial execution

Distribution & customer portfolio

Brand support and activation

Customer relationship & service excellence

Commercial strategy & go-to-market

Four categories, four action plans

Stationery

- Boost penetration & fuel growth
- Elevate the brand to drive value
- Improve profitability

Lighters

- Maximize visibility in developed markets
- Unlock growth in developing markets
- Increase preference through brand & portfolio

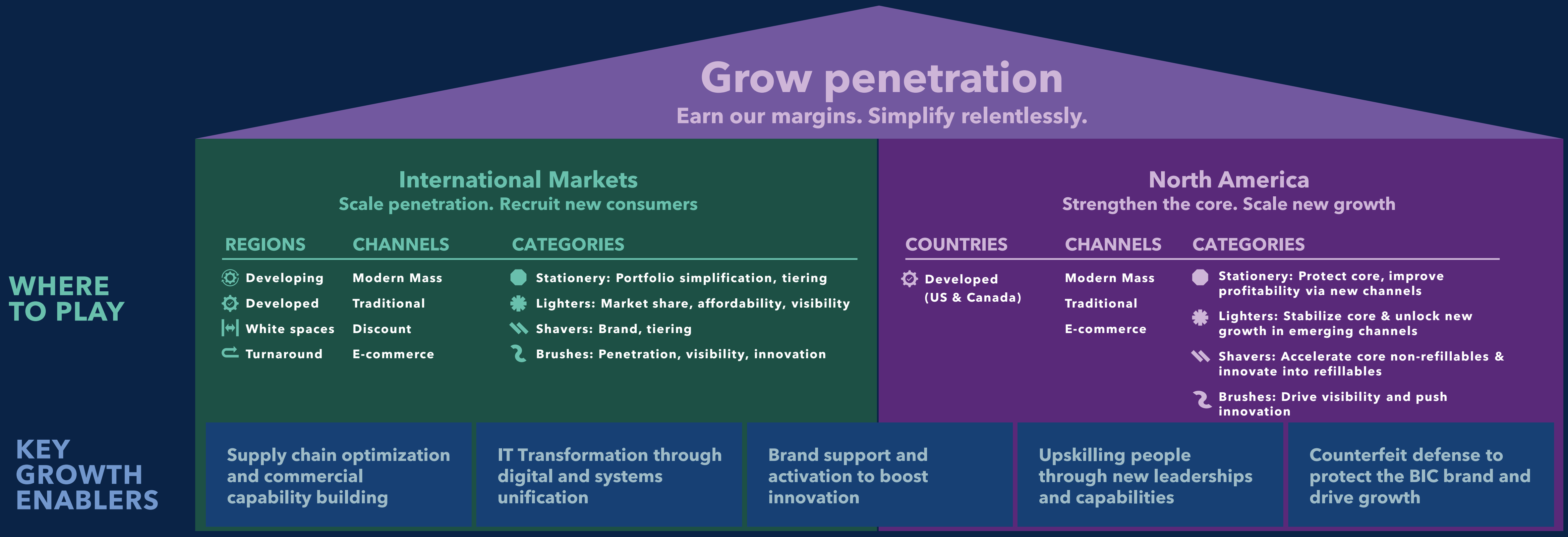
Brushes

- Extend from core with innovation
- Drive brand awareness and convert high-value consumers
- Refine core portfolio & packaging, increase visibility
- Prioritize growth pockets with optimized go-to-market strategy

Shavers

- Grow core non-refillables
- Enlarge footprint through distribution gains and consumer conversion
- Premiumize by entering the refillable segment

One BIC Commercial Planning



Three common levers to win across categories

1/ Diversify geographical footprint

2/ Optimize portfolio

SKU rightsizing

Rebalancing portfolio on strategic priorities

Reducing long-tail complexity

3/ More focus on growing channels

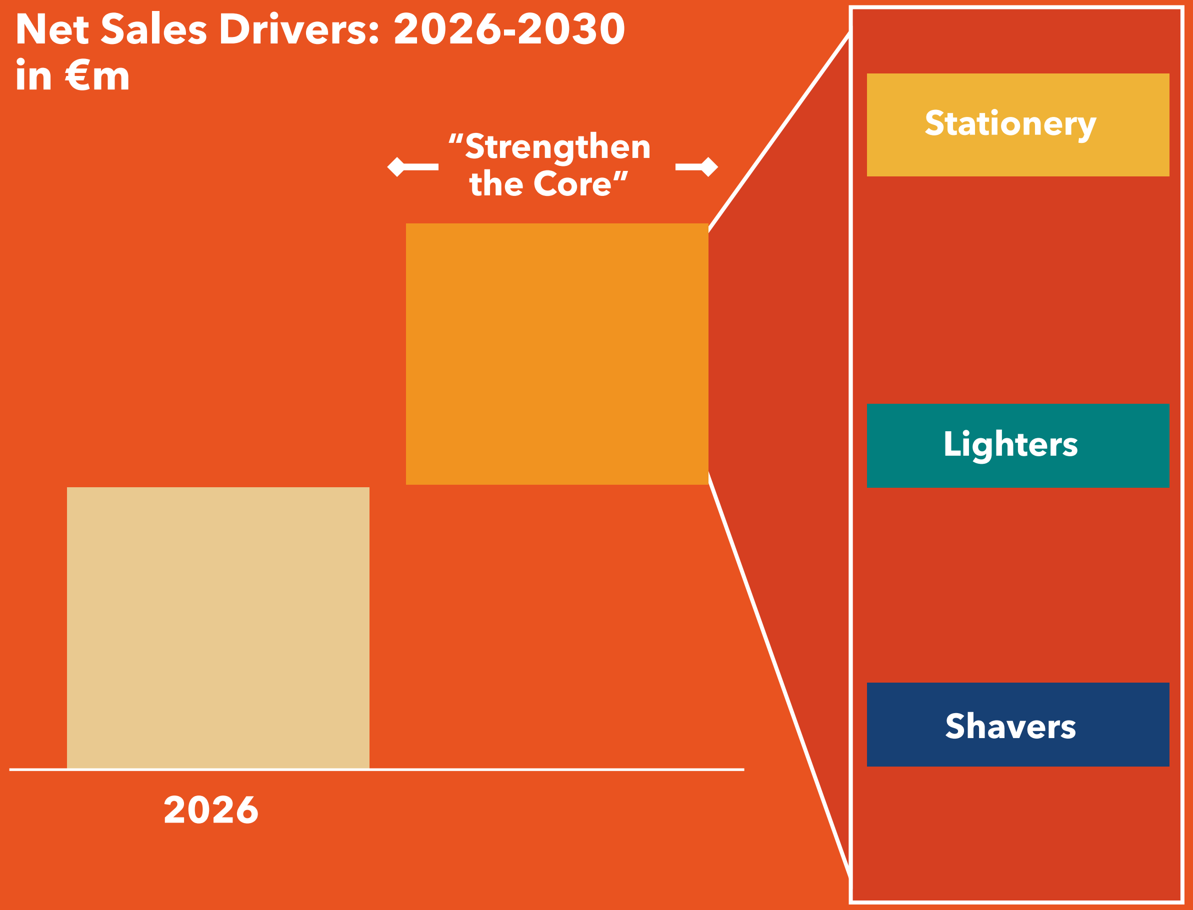
Discounters

E-commerce

Traditional trade

The BIC growth algorithm: Strengthen and grow core operations…

Net Sales Drivers: 2026-2030
in €m

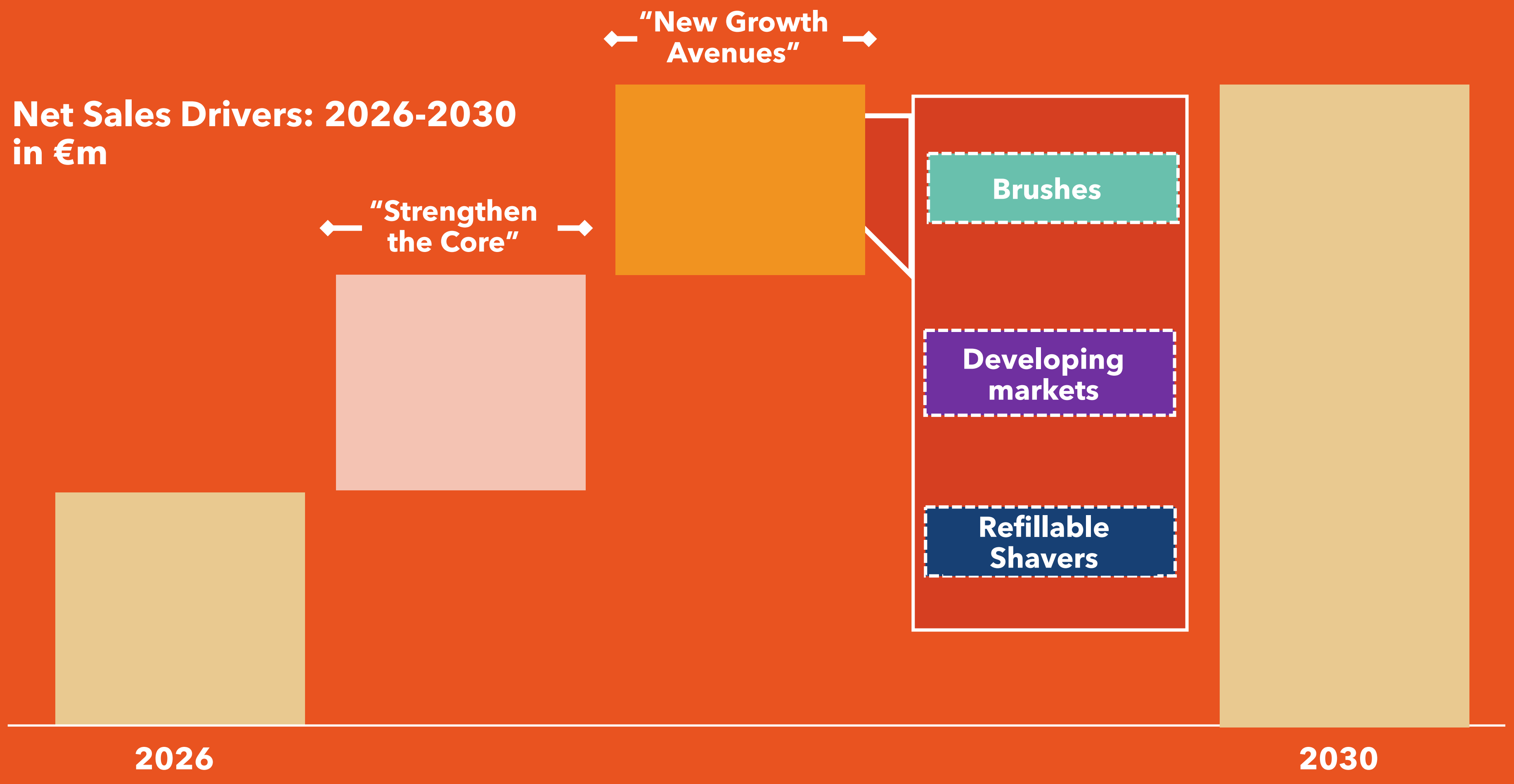


Invest to increase product penetration and drive mental availability

Enhanced go-to-market strategy

Global category roadmap supported by unified systems

…while securing new growth avenues

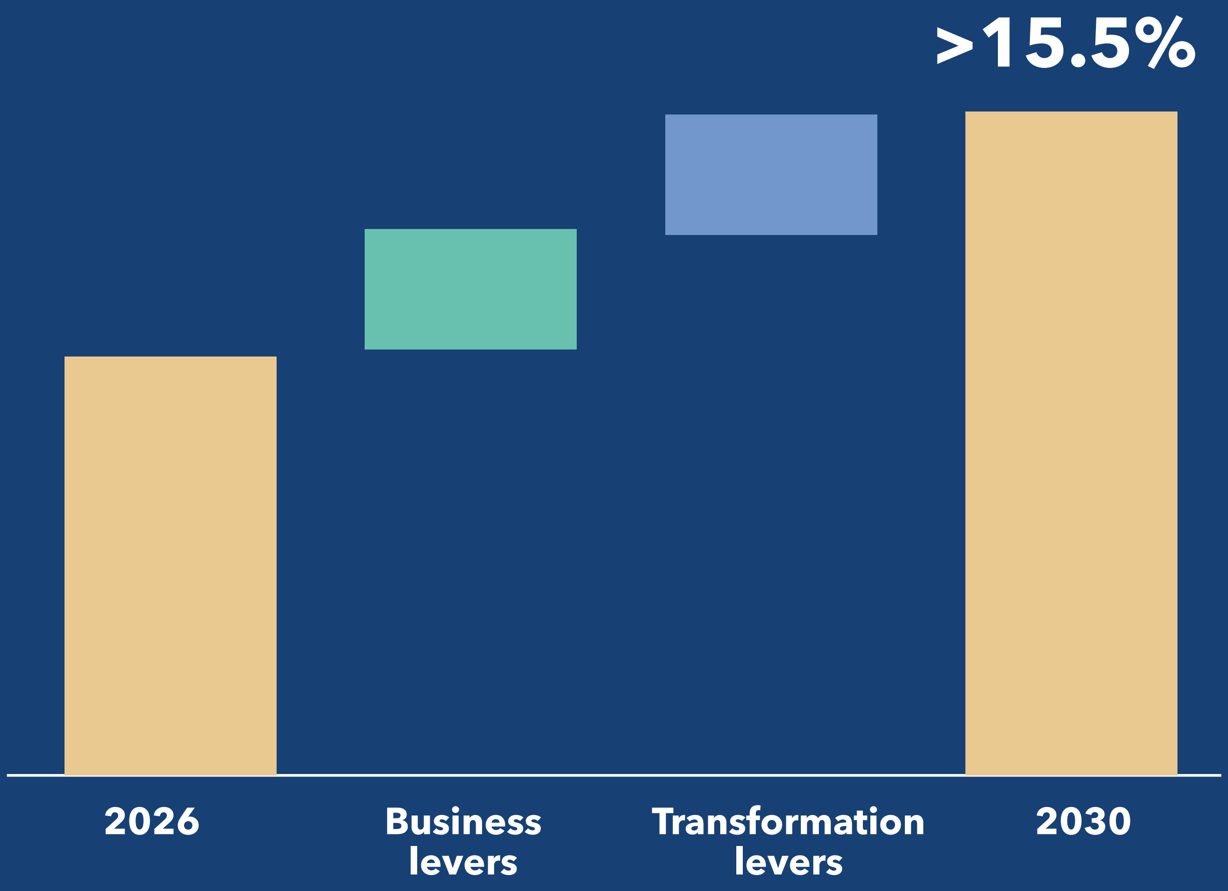


Innovation triggering consumer appeal

Increased penetration in growth channels supported by brand support investments

Margin expansion from operations and transformation

Adj. EBIT Margin drivers: 2026-2030



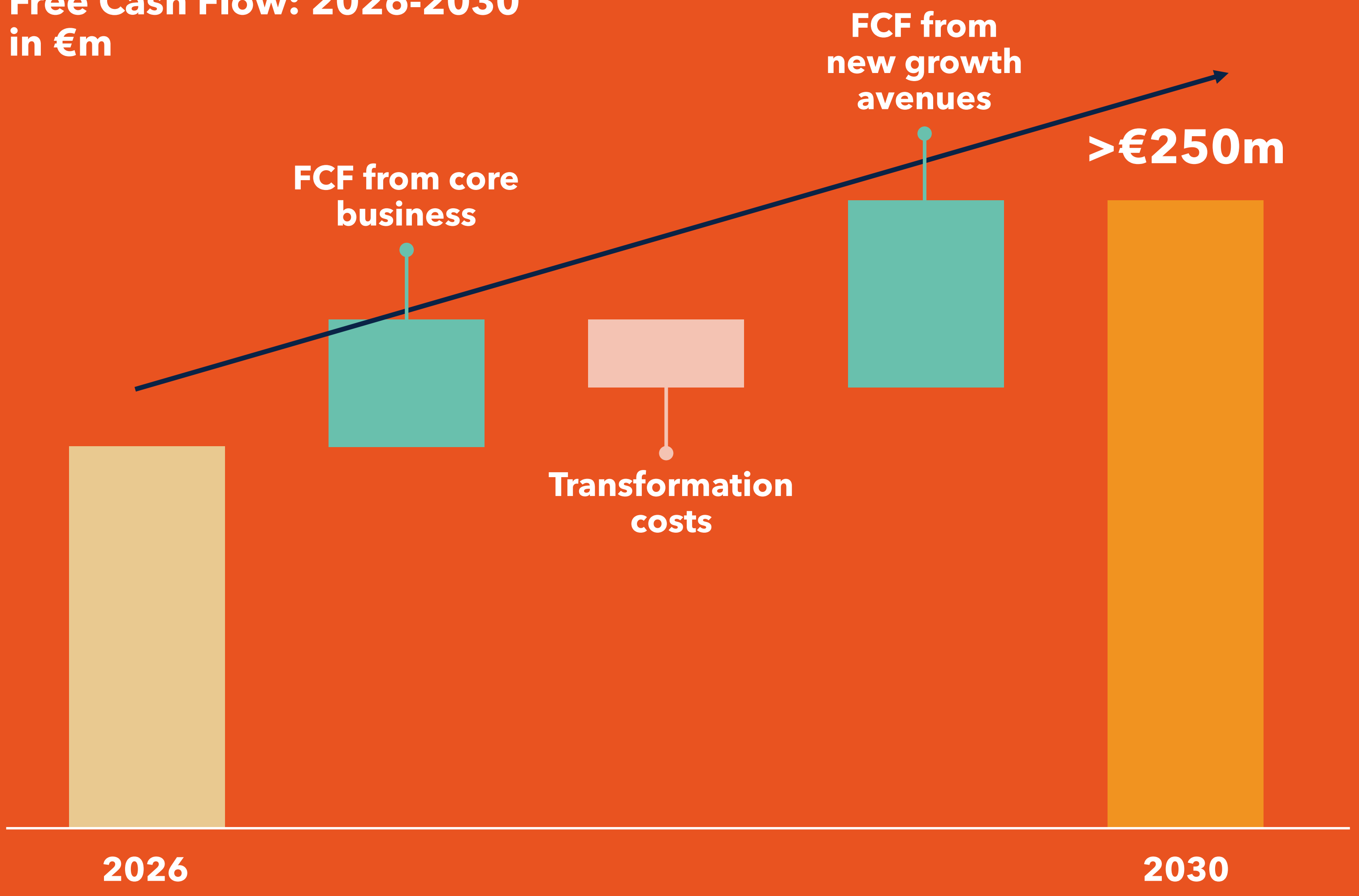
Steady margin expansion over the period

Categories to contribute evenly to margin uplift

Contribution from both business and transformation levers

Cash generation maximized by transformation

Free Cash Flow: 2026-2030
in €m



Increased Free Cash Flow generation

Accelerating towards >€250m in 2030

€900-950m FCF over 2027-2030

Disciplined capital allocation policy

Sustainable
SHAREHOLDER RETURNS

Grow dividend over the period, with a 40% to 50% of adjusted EPS

Opportunistic share buyback program[1]

Agile
BALANCE SHEET

Flexibility for

- Value-creating M&A
- Opportunistic returns, optimizing cost of capital

[1] subject to market conditions

Mission

Become the leader of *beautiful, better everyday essentials.*

BIC to the future

2030 Ambition

Organic net sales CAGR	Adjusted EBIT Margin	Free Cash Flow generation in 2030	Cumulative Free Cash Flow 2027-2030	Dividend payout ratio (% of Adj. EPS)
c.3%	>15.5%	>€250m	€900-950m	40 to 50%

Where to play

- Stationery: Segment leader
- Shavers: Challenger
- Lighters: Category champion
- Brushes: Category builder

- Developed
- Developing
- Turnaround
- White spaces

How to win

- Portfolio
- Brand
- Geographical expansion
- Distribution
- Innovation

Strategic enablers

- Brand leadership
- Consumer centricity
- Commercial excellence
- World-class supply chain
- Digital capability
- Agile and fit-for-purpose organization
- Circularity

to the future

Stationery

Grow penetration and elevate the brand

AMBITION

Turn Stationery into a value creative category to improve cash generation

MUST-WIN BATTLES

Boost penetration & fuel growth

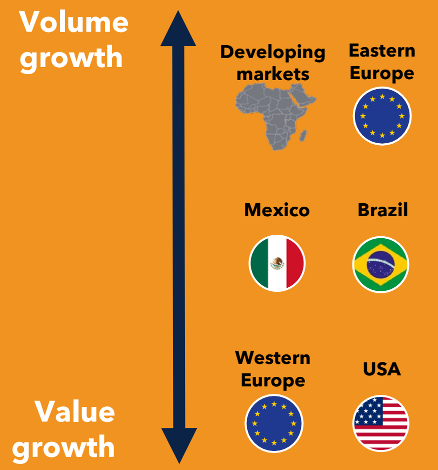
Elevate the brand to drive value

Improve profitability

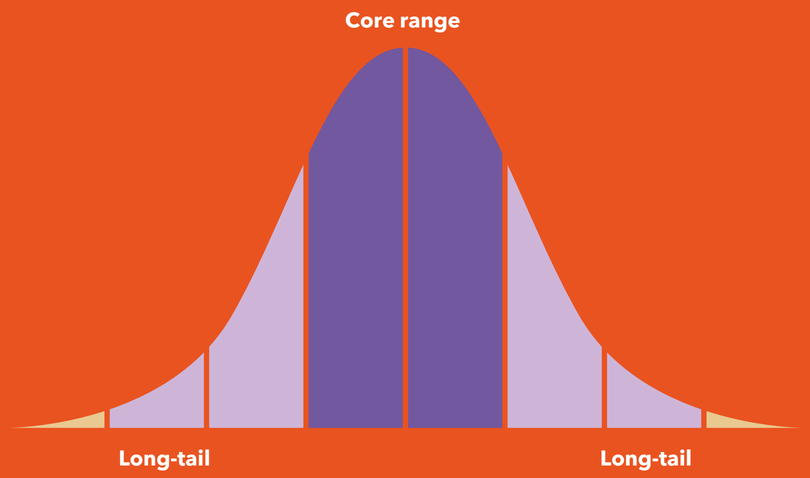
Ambition into action: Portfolio strategy

Animation & innovation

Increased penetration & value growth



Portfolio simplification



to the future

Lighters

Be seen, be there, be desired

AMBITION

Drive profitable growth
across most regions through penetration and animation

MUST-WIN BATTLES

Be seen

Maximize visibility
Developed markets

Be there

Unlock growth
Developing markets

Be desired

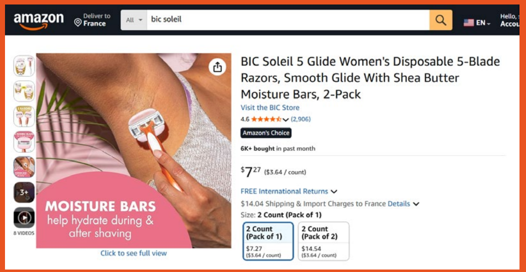
Increase preference
Brand & Portfolio

Ambition into action: Build brand preference

The right message

The right channels & partnerships

Point of purchase excellence



to the future

Shavers

Drive both volume and value growth

AMBITION

Be the brand of choice for savvy consumers who know great shaving performance doesn’t have to cost a fortune

MUST-WIN BATTLES

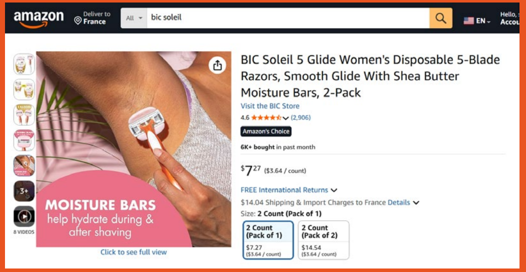
- **Grow core non-refillables**
- **Enlarge footprint**
- **Premiumize by entering refillables**

Ambition into action: Build brand preference

The right message

The right channels & partnerships

Point of purchase excellence



Brushes

to the future

Brand-led innovation to build a global champion

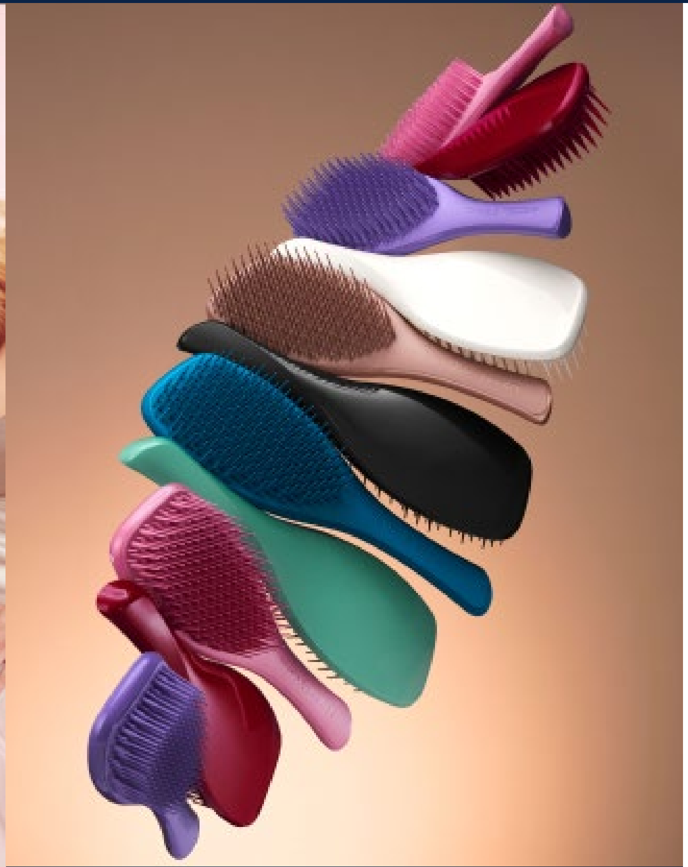
AMBITION

Become the undisputed global market leader in brushes

MUST-WIN BATTLES

Extend from core with innovation	Drive brand awareness and convert high-value consumers	Refine core portfolio & packaging and increase visibility	Prioritize growth pockets with optimized go-to-market strategy

Extend from the core, with brush innovation & animations



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

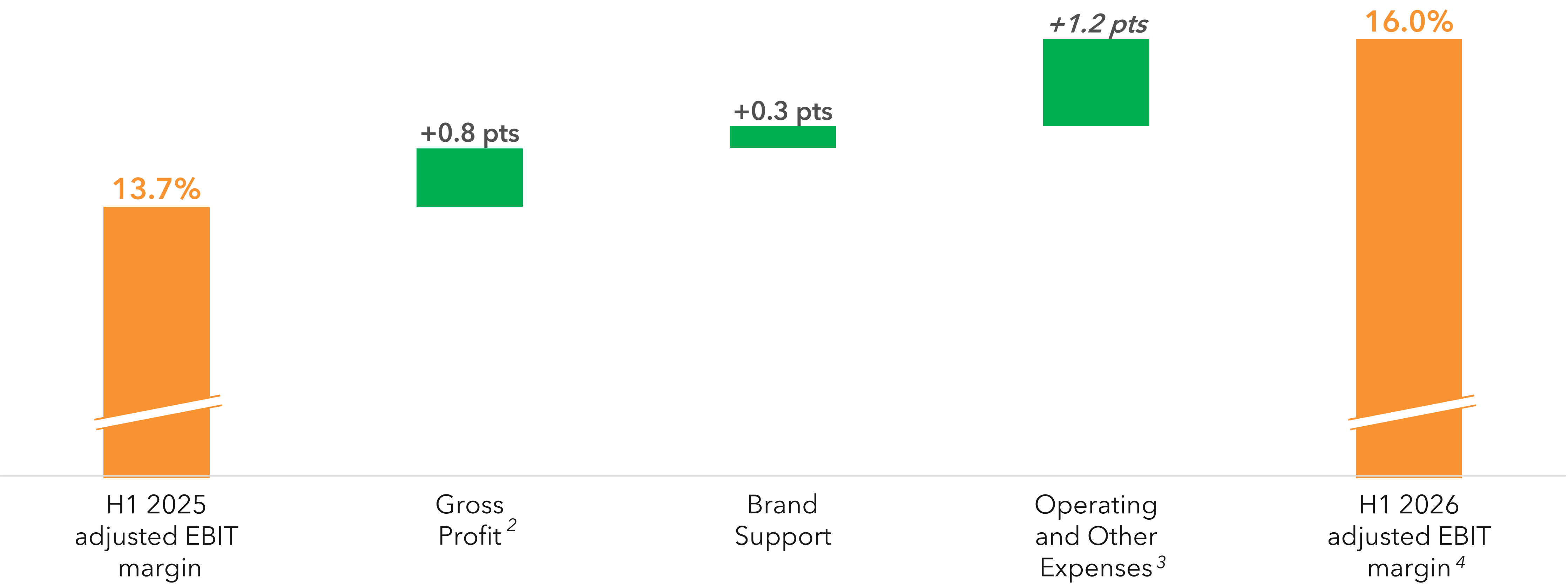
Success of premium products, including recently launched Chrome and Matte ranges

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*

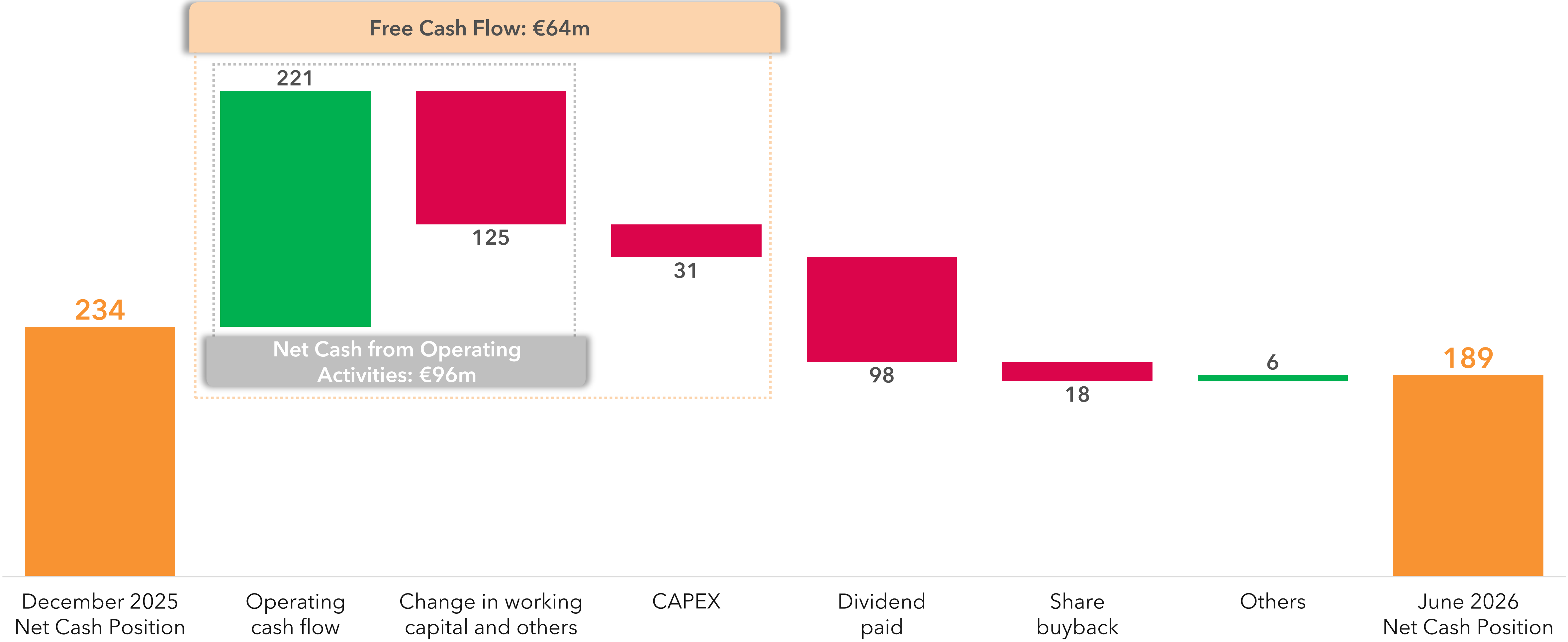
H1 2026 Free Cash Flow Generation

in million euros

[1] *Mainly includes pensions contribution*

H1 2026 Net Cash Position

in million euros



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

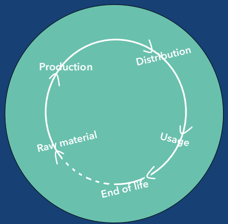
Corporate Social Responsibility & Sustainable Development

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

2004

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

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

2009

2011

Began a recycling partnership in Europe with TerraCycle®

BIC Corporate Foundation

Created the BIC Corporate Foundation

2016

2017

Initiated first circular economy model with Ubicuity™ benches

Writing the Future, Together

Launched the Writing the Future, Together™ program

2018

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

Sustainable Development priorities

Innovate everyday essentials for a CIRCULAR future

Piloting and ramping up circular economy in all BIC categories

Embed CLIMATE action in how we do business

Creating a more resilient business

Put PEOPLE first in our communities, products, and workplaces

Building trust through safety and fairness

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

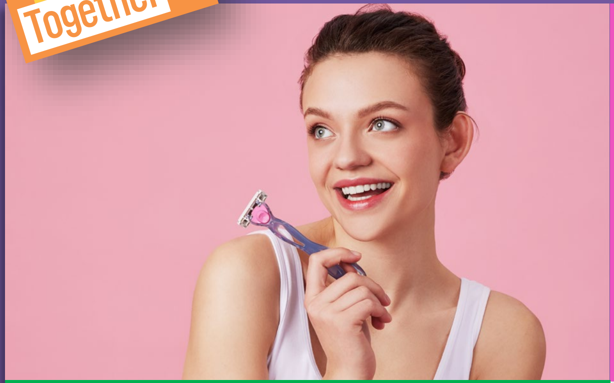
BIC® ECOlutions™, a complete line of products made from recycled materials

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

Unlocking value through circularity

- **BIC products are durable and designed to be fit-for-circularity**
- **Full in-house product design and manufacturing, allowing to disassemble at scale complex products and extract pure raw materials**
- **10+ years of R&D track record in partnership with renowned scientists**

We will deploy our lighter collection streams at full scale in France in 2027

Scaling circularity through 2030: Key milestones

2027

Deployment of BIC's lighter **collection streams** at **full scale** in France

2028-2029

Conduct **circularity pilots** in **other countries** and for **other BIC categories** creating less dependency on raw material suppliers

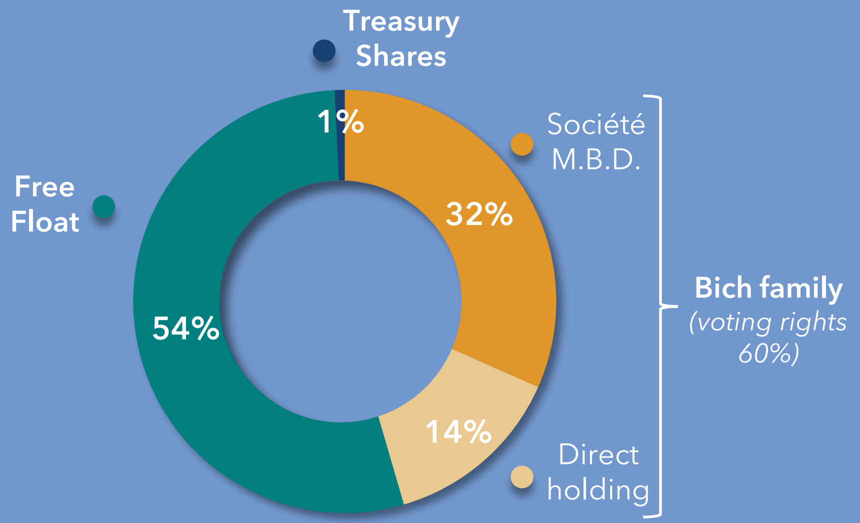
2030

Scale lighter collection to other countries and **leverage BIC's capabilities** to provide end-of-life collection and disassembly **beyond BIC products**

Governance

BIC's Shareholding Structure and Corporate Governance

Shareholding Structure



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

Jun. 2026

Board of Directors

12
Directors

40%
Independents[1]

60%
Women[1]

5
Nationalities

Sep. 2026

Executive Committee

7
Members

29%
Women

6
Nationalities

Sep. 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 (as of September 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 (as of September 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

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 (Stationery)

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 (Lighters)

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 (Shavers and Brushes)

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[1]	*(4.5) %*	*+1.6%*	*(1.4) %*	*(6.1) %*	*+6.4%*	***(0.8) %***	*+0.6%*	*+5.1%*	*+2.9%*
Growth at constant currency[1]	*+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] *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.
- **Organic growth:** Growth at constant currency and constant perimeter (formerly change on a comparative basis)

Disclaimer

Statements contained herein that are not historical facts, but rather express expectations or objectives for the future, including, but not limited to, statements regarding BIC's financial objectives, constitute forward-looking statements. Such forward-looking statements are based on BIC management's current views and assumptions and involve known and unknown risks and uncertainties. BIC's actual results and future performance may be affected by numerous risks and uncertainties, in particular as described 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.