



Investor Presentation

October 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
Margin¹

€4.74

Adjusted EPS¹

€222m

Free Cash
Flow

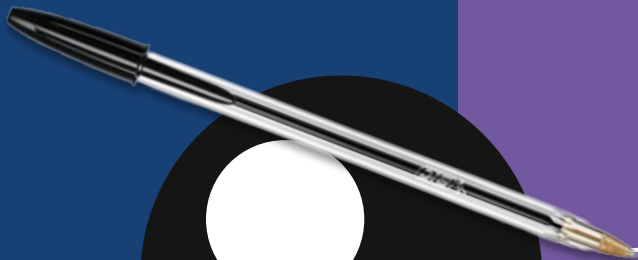
26m

products sold
every day

Present in
>160
countries

>11,000
people

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


DJEER
Premium Pocket
Lighters


**TANGLE
TEEZER**
Premium detangling
haicare company


**to the
future**

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



2020

Launch of EZ Reach,
BIC's first pocket utility
lighter in the US



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



2026

Launch of new
strategic plan to
2030 : BIC to the
Future

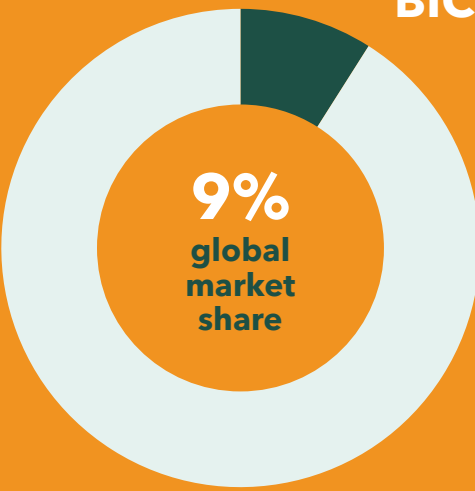


BIC's Market Share and Brands

Stationery

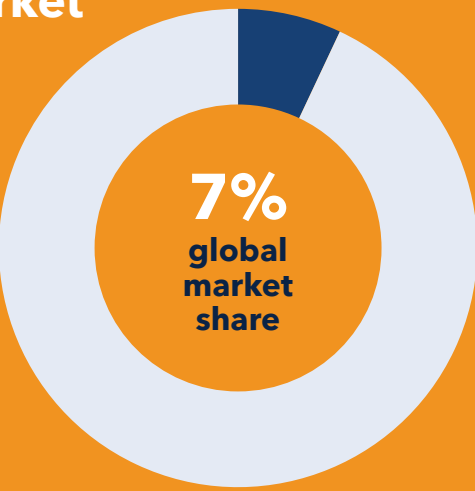


Lighters



BIC's market
share

Shavers



Brushes



BIC's brands



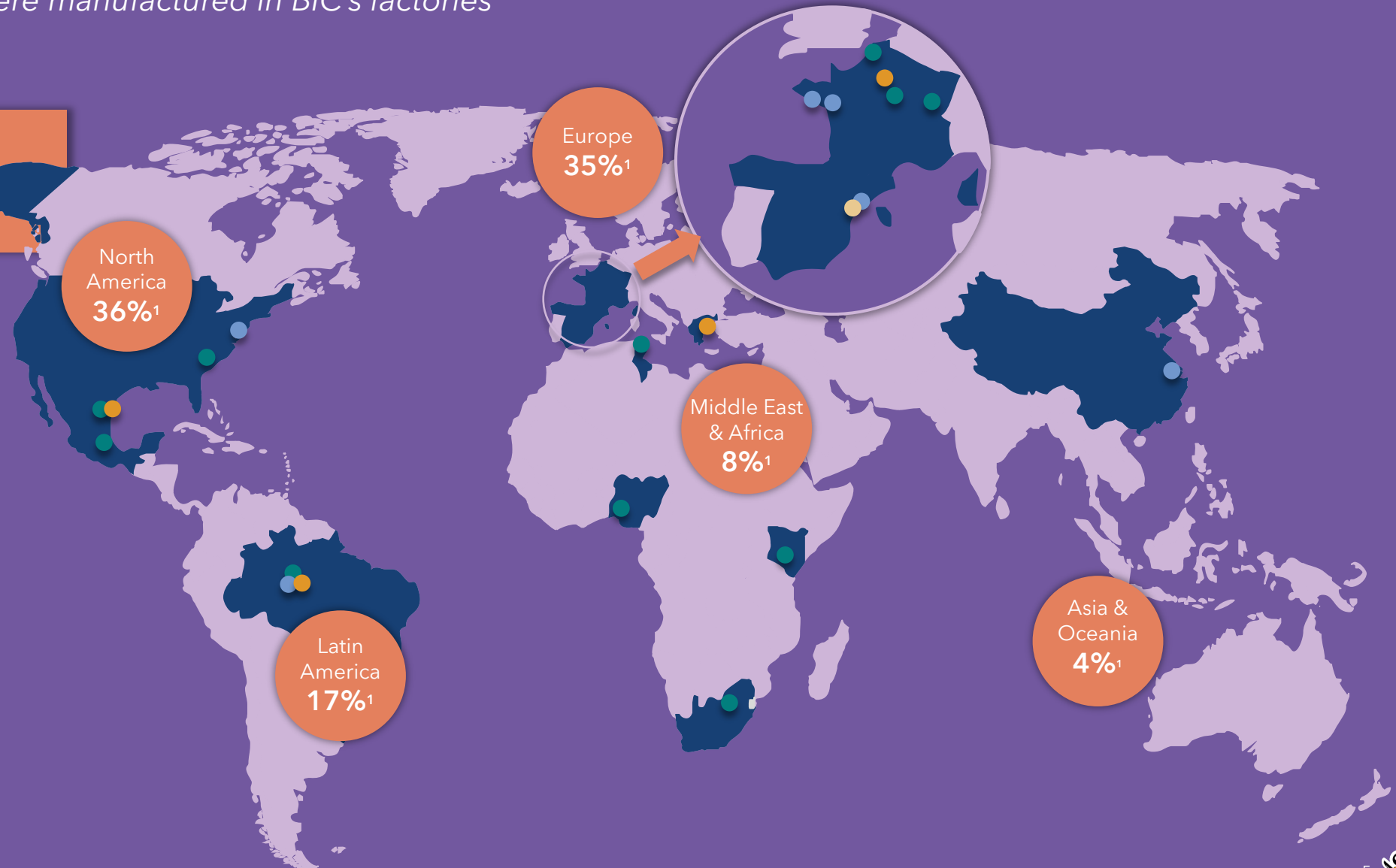
TANGLE
TEEZER

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



¹ % of 2025 Net Sales

BIC's Historical Shareholder Remuneration

€2.40

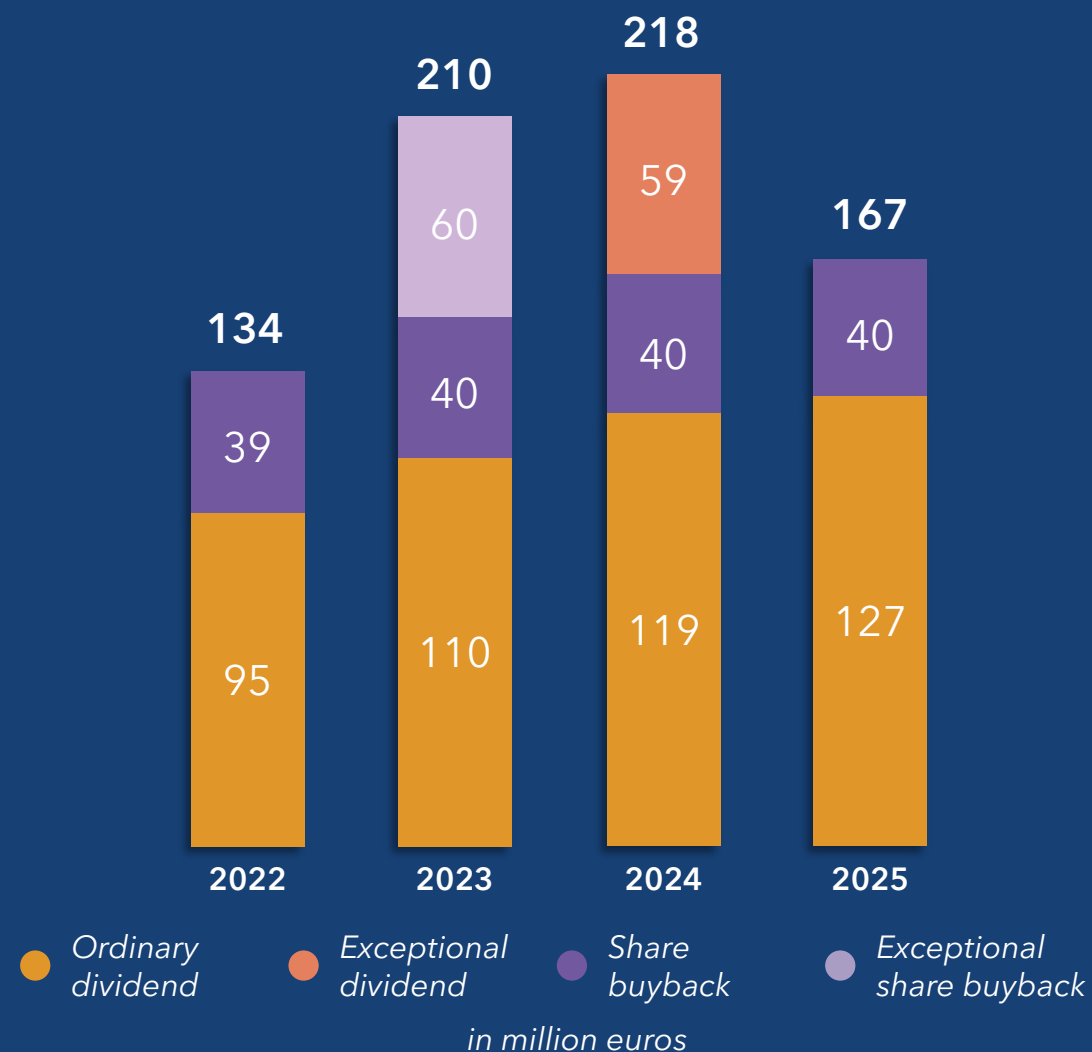
Ordinary dividend
for fiscal year 2025¹

51%

2025 Payout ratio²

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

Local commercial execution



Global brand
& strategy



Product portfolio
management



Innovation



Manufacturing



Distribution &
customer portfolio



Brand support
and activation



Customer relationship
& service excellence

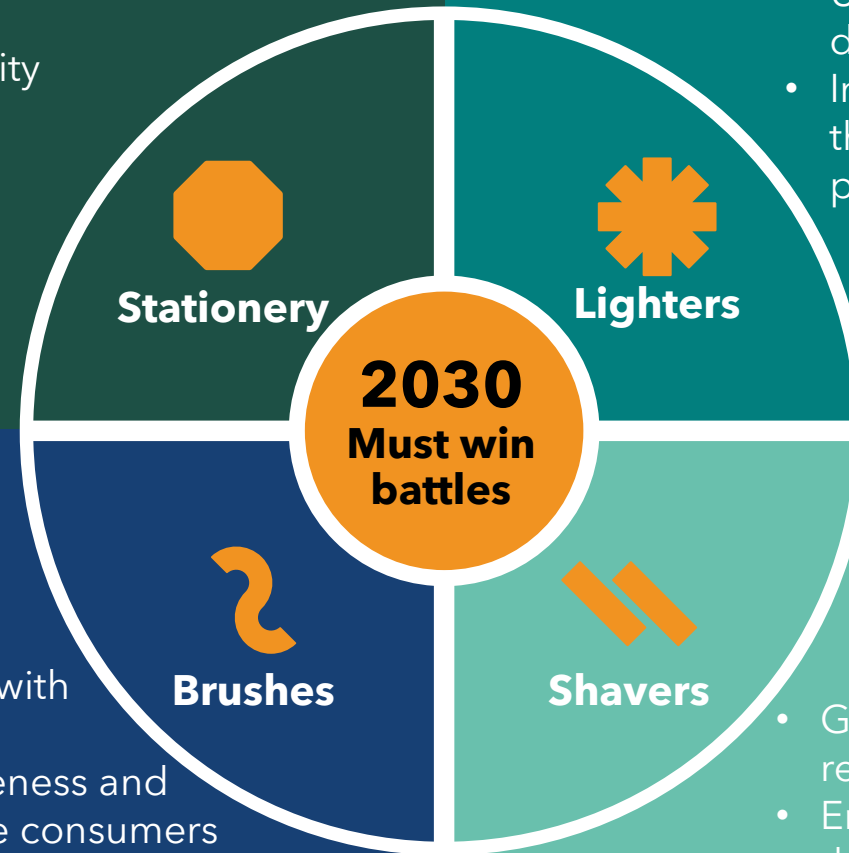


Commercial strategy
& go-to-market

Four categories, four action plans

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

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



- 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

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

One BIC Commercial Planning

Grow penetration
Earn our margins. Simplify relentlessly.

**WHERE
TO PLAY**

International Markets
Scale penetration. Recruit new consumers

REGIONS	CHANNELS	CATEGORIES
🌀 Developing	Modern Mass	● Stationery: Portfolio simplification, tiering
⚙️ Developed	Traditional	✳️ Lighters: Market share, affordability, visibility
📶 White spaces	Discount	🔌 Shavers: Brand, tiering
↩️ Turnaround	E-commerce	🪄 Brushes: Penetration, visibility, innovation

North America
Strengthen the core. Scale new growth

COUNTRIES	CHANNELS	CATEGORIES
⚙️ Developed (US & Canada)	Modern Mass	● Stationery: Protect core, improve profitability via new channels
	Traditional	✳️ Lighters: Stabilize core & unlock new growth in emerging channels
	E-commerce	🔌 Shavers: Accelerate core non-refillables & innovate into refillables
		🪄 Brushes: Drive visibility and push innovation

**KEY
GROWTH
ENABLERS**

Supply chain optimization and commercial capability building

IT Transformation through digital and systems unification

Brand support and activation to boost innovation

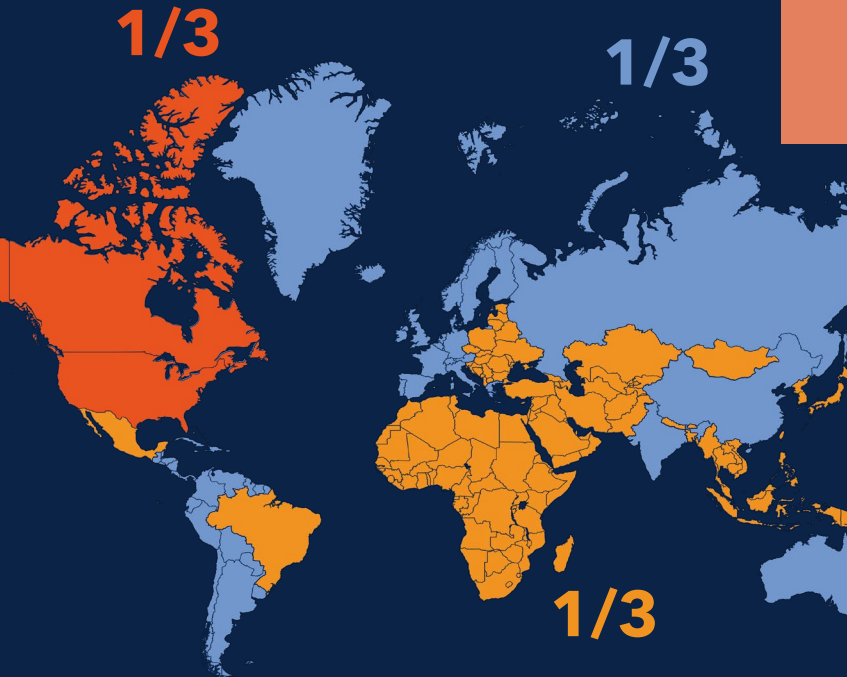
Upskilling people through new leaderships and capabilities

Counterfeit defense to protect the BIC brand and drive growth



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



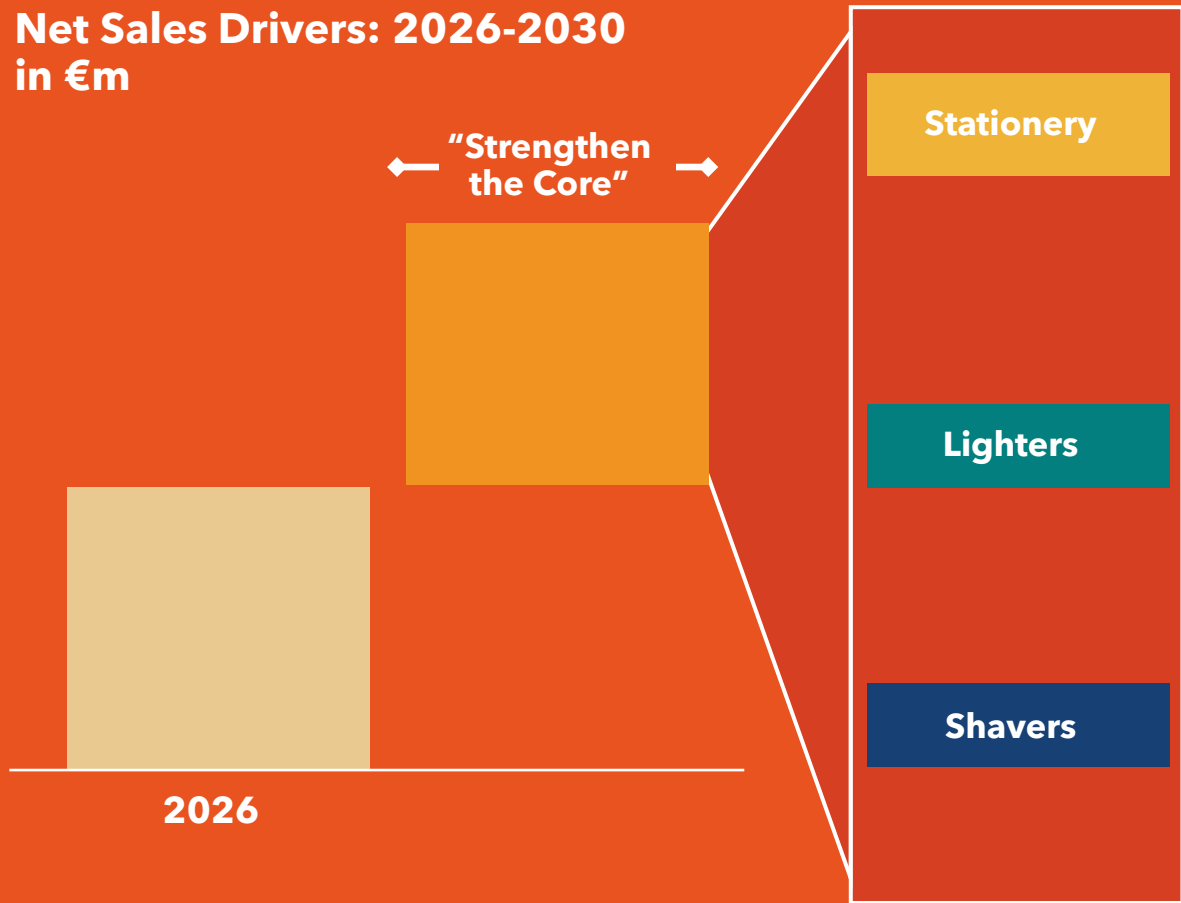
E-commerce



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



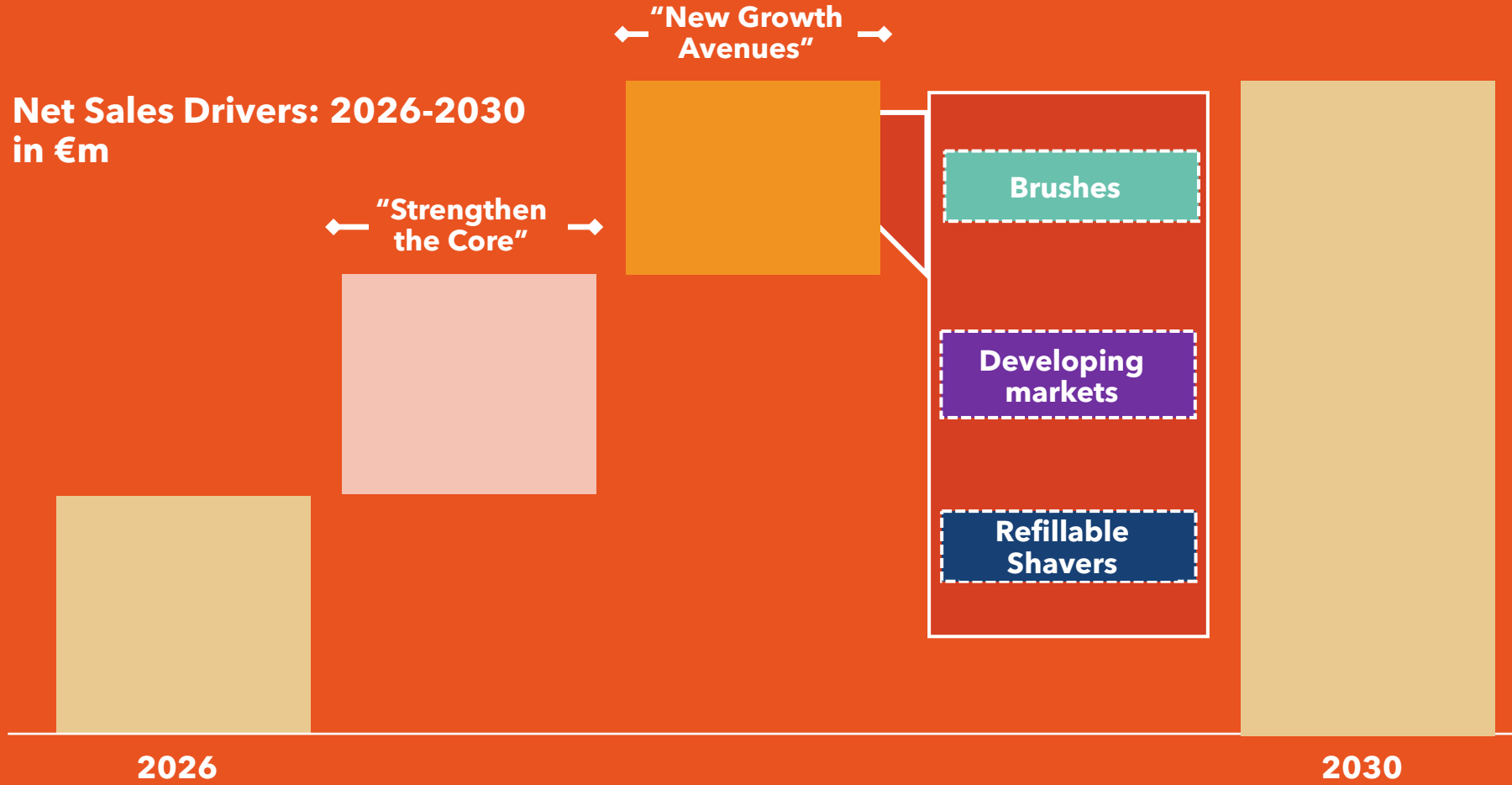
Enhanced go-to-market strategy



Global category roadmap supported by unified systems



...while securing new growth avenues



Innovation triggering consumer appeal

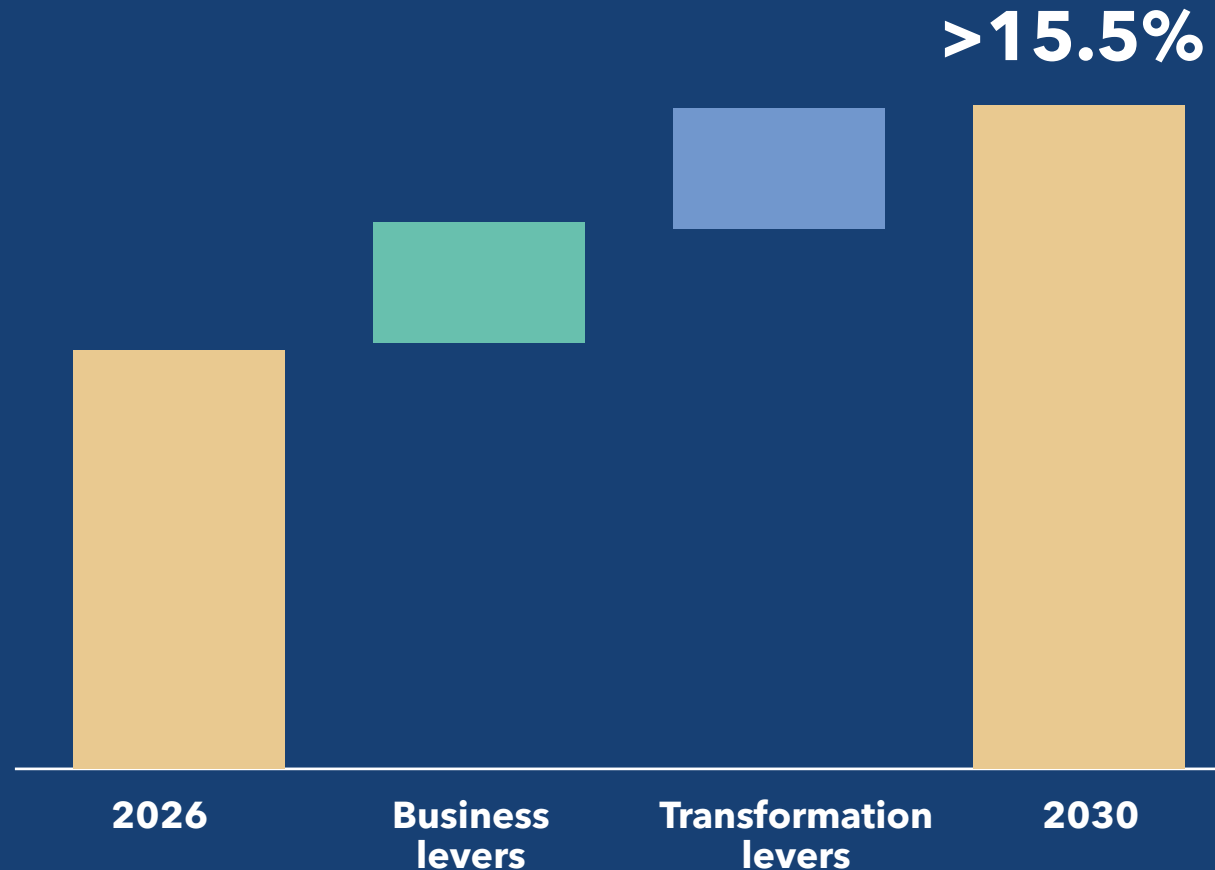


Increased penetration in growth channels supported by brand support investments



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

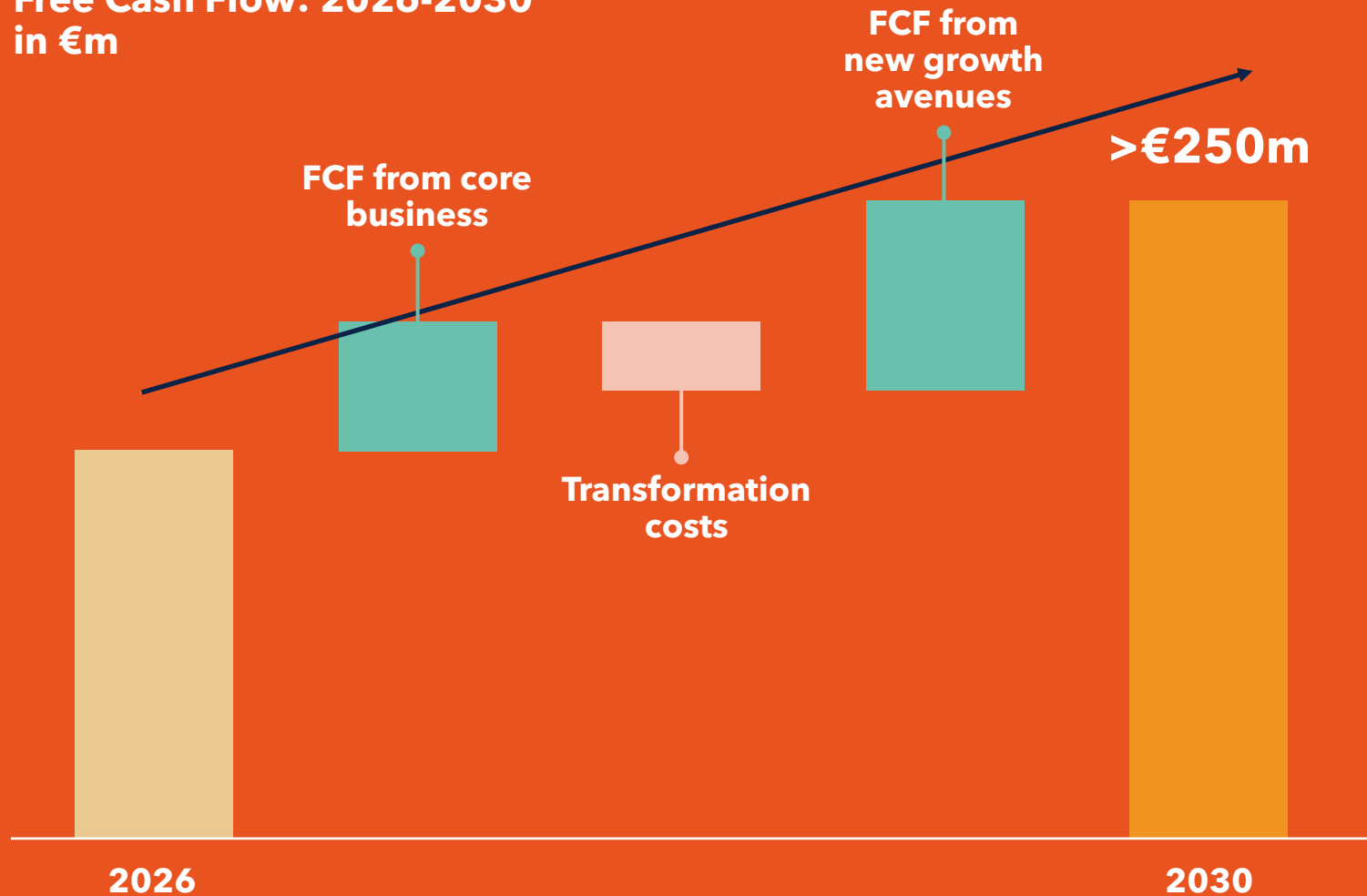


Contribution from both business and transformation levers



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.*

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



How to win



Strategic enablers





**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



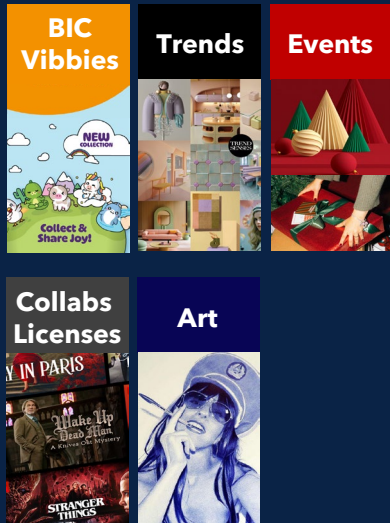
Elevate the brand to drive value



Improve profitability

Ambition into action: Portfolio strategy

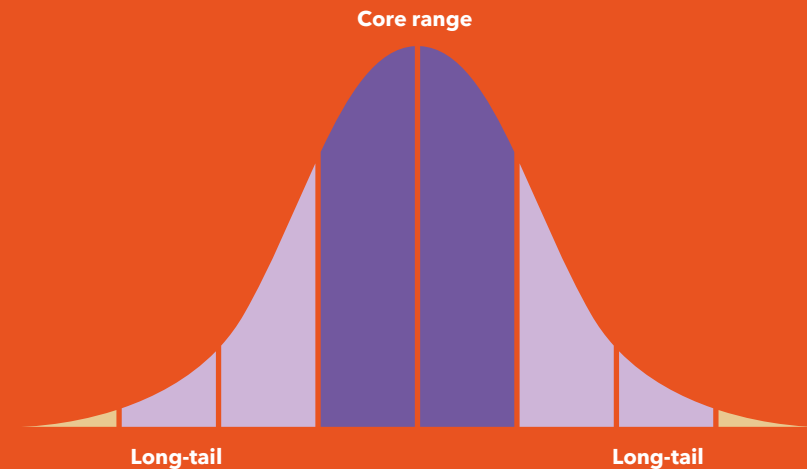
Animation & innovation



Increased penetration & value growth



Portfolio simplification



Lighters



to the
future



Be seen, be there, be desired

AMBITION



Drive profitable growth
across most regions through
penetration and animation

Be seen



Maximize visibility
Developed markets

Be there



Unlock growth
Developing markets

Be desired



Increase preference
Brand & Portfolio

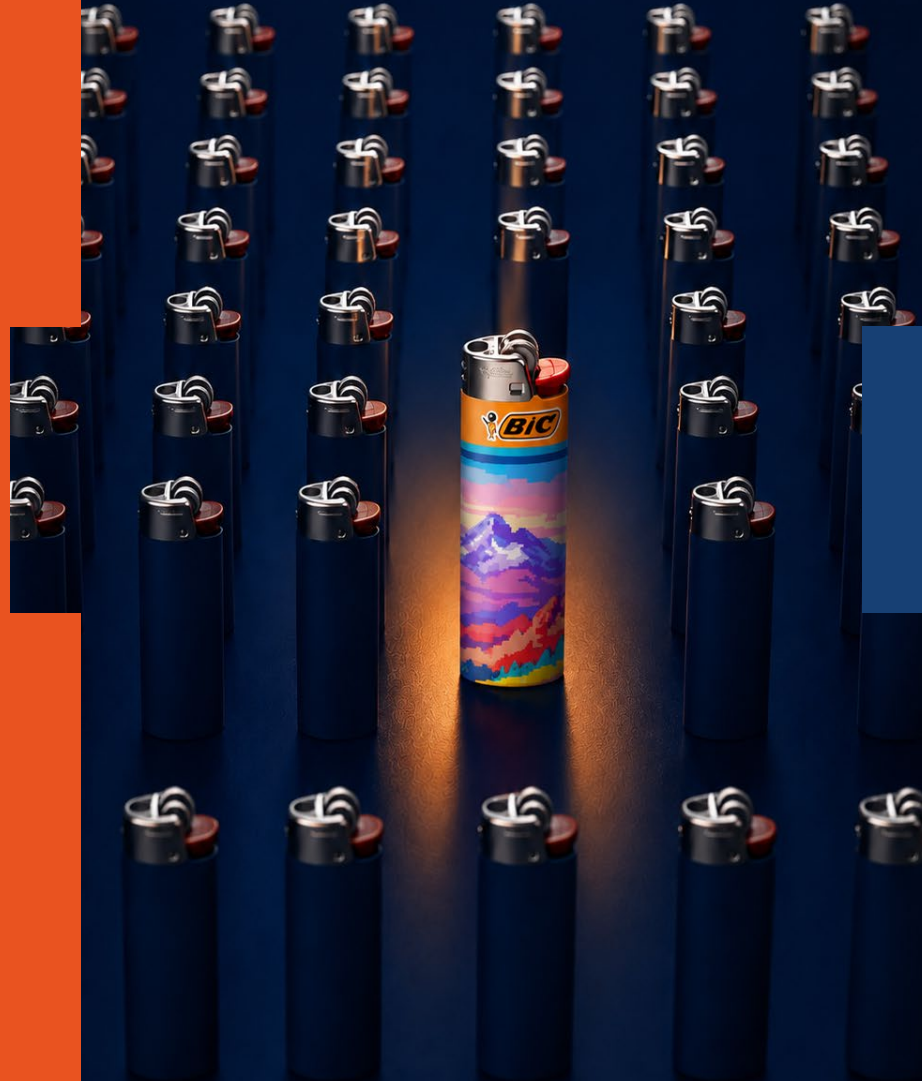
MUST-WIN BATTLES

Ambition into action: Decor strategy

40%
of purchases are
Impulse

Design
is the key
Trigger

Source: Shopper Study - AVENIR FOCUS - 2025
EUROPE - TT & CVS



Driving growth through
core designs and innovation



Shavers



to the
future



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

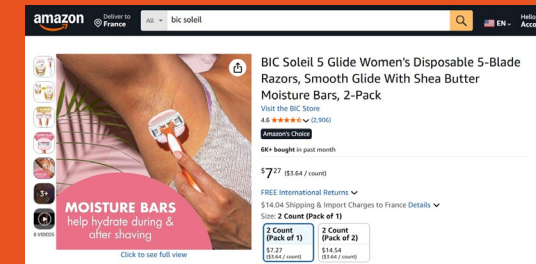
The right message



The right channels & partnerships



Point of purchase excellence



TANGLE
TEEZER®



to the
future

Brushes



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**



Net Sales Performance

Q3 2026



Q3 2026 Key Takeaways

- **Q3 organic net sales slightly down at -0.6%**, reflecting contrasting dynamics across our categories, leading to **9M growth of +1.0%**
- Strong **Brushes** performance and slight growth in **Shavers**, partly offsetting softer trends in **Stationery** and a challenging quarter for **Lighters**
- **2026 Outlook confirmed**, with continued focus on operational and financial discipline through year-end
- **Transformation underway** through the continued execution of the *BIC to the Future* plan unveiled in September



Q3 2026 organic growth of -0.6%



¹ Human Expression : Stationery

² Flame for Life : Lighters

³ Blade Excellence : Shavers & Brushes

9M organic net sales up 1.0%, supported by growth in Blade Excellence



¹ Human Expression : Stationery

² Flame for Life : Lighters

³ Blade Excellence : Shavers & Brushes

Q3 2026 Performance – Human Expression (Stationery)



€183m
Net Sales

(1.1)%
Organic Growth

Europe

Mixed Back-to-School performance across key countries, with strong momentum for new Vibbies collection

Middle East & Africa

Mid-single digit growth fueled by strong Back-to-School execution

North America

Continued softness in Ball Pen, partly offset by solid performance in Correction and Mechanical pencils

Latin America

Challenging trading environment in both Brazil and Mexico

Q3 2026 Performance – Flame For Life (Lighters)



€170m
Net Sales

(4.6)%
Organic Growth

North America

Unfavorable comparison base following retailer pre-buys ahead of the September 2025 price increase

Latin America

Temporary headwinds impacting overall regional performance, coupled with competitive market environment

Europe

Softer performance in France and Germany, particularly in the discounters channel

Q3 2026 Performance – Blade Excellence (Shavers & Brushes)



€155m
Net Sales
+3.9%
Organic Growth

Europe

Robust performance supported by distribution gains and successful premium shavers as well as solid growth from Tangle Teezer

Middle East & Africa

Double-digit growth driven by strong commercial execution across key African countries

North America

Robust performance from Tangle Teezer offset by a continued challenging trading environment in Shavers

Latin America

Softness in Brazil and Mexico, despite continued momentum from products in the Flex and Soleil ranges

Q3 2026 Performance - Tangle Teezer (Brushes)



+29.0%
Organic Growth

Double-digit growth in both
Europe and **North America**

Success of the products such as
the **Mini Ultimate Detangler**
and in the **Chrome** collection

Strong initial uptake of the
recently launched **Complete
Care Brush** range

2026 Outlook

Under current assumptions, BIC anticipates:

**Modest
organic
growth**

**Adjusted EBIT
margin slightly
above 14.0%**

**Stable Free
Cash Flow
year-on-year**

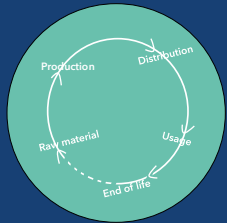


Corporate Social Responsibility & Sustainable Development



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®



Created the BIC Corporate Foundation
2016



Launched the Writing the Future, Together™ program
2018

2017

Initiated first circular economy model with Ubicuity™ benches

QUAND JE SERAI GRAND JE SERAI UN BANC



Announced greenhouse gas emission-reduction targets
2022

2024

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



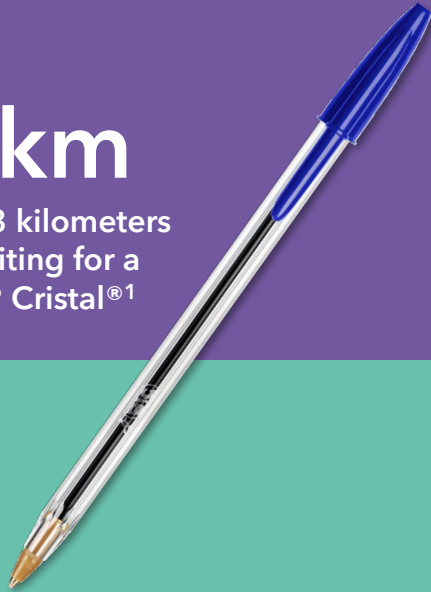
Upgraded the iconic Twin Lady/Silky Touch razor, now featuring a handle made from 87% recycled plastic
2025



BIC's Long-lasting Products with Low Environmental Impact

3km

Up to 3 kilometers
of writing for a
BIC® Cristal®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

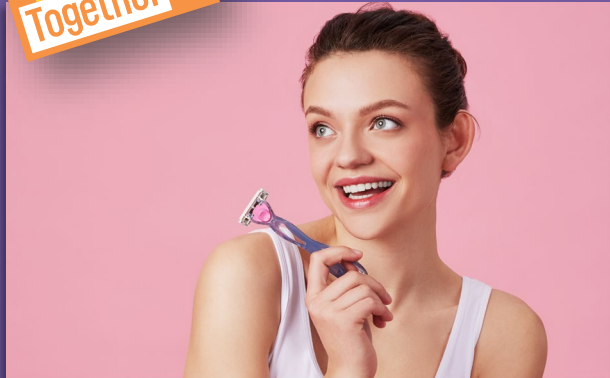


¹ Based on 2023 tests - Average writing lengths for blue and black cartridges





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



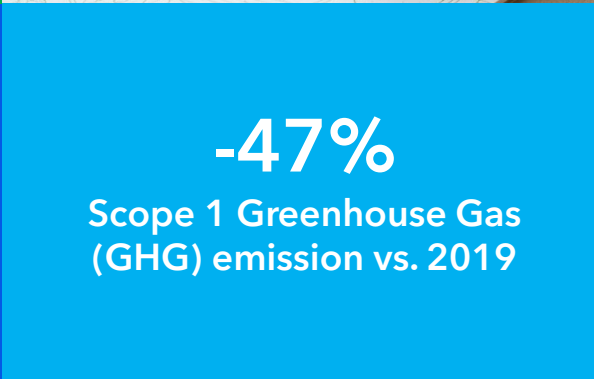
85%

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

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

Driving Progress Through New Sustainability Targets by 2030



CIRCULARITY

80%

of our products¹ will be **fit for circularity**

>50%

of our products will have a reduced environmental impact of 10%

80%

raw material supplier spend will be **tracked to source** and **ensure the supply chain is sustainable**

All new and modified products will have a better environmental score than the average of the product segment

¹ In volume, including, but not limited to, refillable or recovered (Refillable, reusable, compostable or with collection & valorization streams in place at scale)



CLIMATE

30%

Reduction in BIC's greenhouse gas emissions vs 2019 (Scope 1,2 & 3)

50%

of lower carbon materials in BIC's products and packaging²



BIC's climate action targets are aligned with the **Science Based Targets initiative**

² including recycled, recovered and alternative materials



PEOPLE

One

Annual community **engagement initiative** implemented in all BIC facilities and offices

42%

of **women represented at director level** while **gender pay equity** will be achieved

100%

of identified high-risk suppliers will be subject to a **human rights risk assessment** and **BIC's monitoring program**



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**

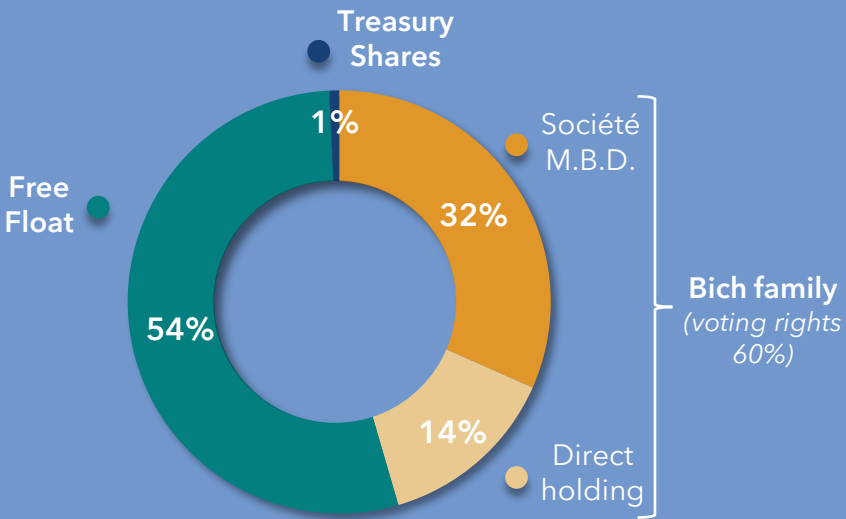


Governance



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



Oct. 2026

Executive Committee



Oct. 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.

Group Figures

<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26	Q3 26
Net Sales	478	598	1,077	519	495	2,090	453	586	1,040	516
Reported growth	(8.3) %	(3.1) %	(5.5) %	(3.9) %	(4.4) %	(4.8) %	(5.3) %	(2.0) %	(3.5) %	(0.5) %
Organic growth ¹	(10.9) %	(2.7) %	(6.4) %	(3.3) %	(2.3) %	(4.7) %	+1.6%	+1.8%	+1.7%	(0.6) %
Growth at constant currency ¹	(7.0) %	+1.4%	(2.4) %	+0.3%	+1.1%	(0.9) %	(0.3) %	(1.7) %	(1.1) %	(2.5) %
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

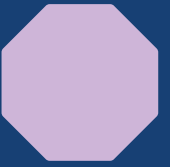
Group Quarterly Figures by Geography

<i>in million euros</i>	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	Q3 26
Europe								
Net Sales	168	226	183	158	736	168	221	185
Reported growth	+4.7%	+6.6%	+4.6%	+5.7%	+5.5%	+0.0%	(2.2) %	+1.0%
Organic growth ¹	(3.5) %	(0.2) %	(0.9) %	(2.4) %	(1.6) %	+1.5%	+0.0%	+1.7%
Growth at constant currency ¹	+4.7%	+6.8%	+5.6%	+6.5%	+6.0%	+1.4%	(1.6) %	+1.6%
North America								
Net Sales	167	218	185	180	750	151	208	181
Reported growth	(12.5) %	(6.7) %	(6.6) %	(8.1) %	(8.4) %	(9.2) %	(4.6) %	(2.4) %
Organic growth ¹	(18.7) %	(7.2) %	(4.3) %	(5.2) %	(8.7) %	+1.6%	+2.9%	(2.0) %
Growth at constant currency ¹	(14.8) %	(2.7) %	(0.4) %	+0.3%	(4.2) %	+0.7%	(1.2) %	(4.1) %
Latin America								
Net Sales	87	92	91	95	365	89	99	90
Reported growth	(21.0) %	(14.3) %	(8.7) %	(11.5) %	(14.0) %	+1.8%	+7.9%	(0.7) %
Organic growth ¹	(10.2) %	+0.1%	(2.9) %	(4.4) %	(4.4) %	+5.3%	+1.1%	(7.5) %
Growth at constant currency ¹	(10.2) %	+0.1%	(2.9) %	(4.5) %	(4.4) %	+5.3%	+1.1%	(7.5) %
Middle East & Africa								
Net Sales	38	42	42	44	166	35	46	47
Reported growth	(5.0) %	+2.6%	(7.0) %	+20.4%	+2.0%	(8.6) %	+8.4%	+12.8%
Organic growth ¹	(7.6) %	+6.2%	(4.8) %	+25.0%	+3.9%	(4.9) %	+7.9%	+8.8%
Growth at constant currency ¹	(7.6) %	+6.2%	(4.8) %	+25.0%	+3.9%	(4.9) %	+7.9%	+8.8%
Asia & Oceania								
Net Sales	18	20	18	17	73	10	12	13
Reported growth	(8.2) %	(14.5) %	(19.7) %	(37.7) %	(21.3) %	(45.4) %	(39.1) %	(26.1) %
Organic growth ¹	(7.0) %	(8.6) %	(11.9) %	(12.1) %	(10.0) %	(2.0) %	(0.2) %	+2.6%
Growth at constant currency ¹	(7.0) %	(8.6) %	(11.9) %	(31.3) %	(15.8) %	(43.8) %	(41.1) %	(30.1) %

¹ See glossary in appendix



Human Expression (Stationery)



<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26	Q3 26
Net Sales	153	253	406	192	138	736	141	235	377	183
<i>Reported growth</i>	(11.9) %	(9.3) %	(10.3) %	(4.0) %	(14.7) %	(9.6) %	(7.7) %	(6.9) %	(7.2) %	(4.4) %
<i>Organic growth¹</i>	(10.5) %	(6.1) %	(7.8) %	(0.5) %	(5.8) %	(5.6) %	+3.0%	(1.0) %	+0.5%	(1.1) %
<i>Growth at constant currency¹</i>	(10.5) %	(6.1) %	(7.8) %	(0.5) %	(9.3) %	(6.3) %	(3.2) %	(6.3) %	(5.1) %	(6.3) %
EBIT	-	-	25	-	-	(62)	-	-	46	-
Adjusted EBIT	-	-	45	-	-	55	-	-	52	-
<i>EBIT Margin</i>	-	-	6.2%	-	-	(8.4) %	-	-	12.1%	-
<i>Adjusted EBIT Margin</i>	-	-	11.0%	-	-	7.5%	-	-	13.7%	-

¹ See glossary in appendix



Flame For Life (Lighters)



<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26	Q3 26
Net Sales	172	183	354	175	194	723	165	186	351	170
Reported growth	(17.1) %	(6.4) %	(11.9) %	(8.8) %	(10.4) %	(10.8) %	(3.9) %	+1.7%	(1.0) %	(2.4) %
Organic growth ¹	(15.9) %	(0.9) %	(8.6) %	(4.3) %	(5.2) %	(6.7) %	+1.7%	+1.7%	+1.7%	(4.6) %
Growth at constant currency ¹	(15.9) %	(0.9) %	(8.6) %	(4.3) %	(5.2) %	(6.7) %	+1.7%	+1.7%	+1.7%	(4.6) %
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 & Brushes)



<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26	Q3 26
Net Sales	145	157	302	146	154	602	139	158	296	155
Reported growth	+9.4%	+13.7%	+11.6%	+2.6%	+18.1%	+10.8%	(4.3) %	+0.1%	(2.0) %	+6.2%
Organic growth ²	(4.5) %	+1.6%	(1.4) %	(6.1) %	+6.4%	(0.8) %	+0.6%	+5.1%	+2.9%	+3.9%
Growth at constant currency ²	+11.0%	+19.9%	+15.6%	+7.4%	+24.8%	+15.7%	+0.6%	+0.2%	+0.4%	+4.0%
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

<i>in million euros</i>	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	H1 26	Q3 26
Net Sales	9	5	14	7	9	30	8	8	16	8
Reported growth	+4.6%	(0.9) %	+2.4%	+2.0%	(0.7) %	+1.3%	(5.0) %	+38.9%	+12.1%	+15.6%
Organic growth ¹	+4.6%	(1.2) %	+2.3%	+2.0%	(0.7) %	+1.3%	(5.3) %	+38.5%	+11.8%	+15.0%
Growth at constant currency ¹	+4.6%	(1.2) %	+2.3%	+2.0%	(0.7) %	+1.3%	(5.3) %	+38.5%	+11.8%	+15.0%
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.