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 Margin[1]

€4.74
Adjusted EPS[1]

€222m
Free Cash Flow

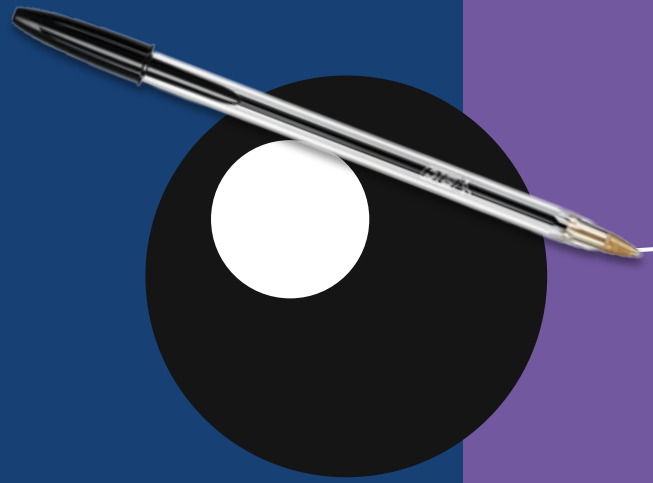
26m
products sold every day

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



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

Premium Pocket Lighters

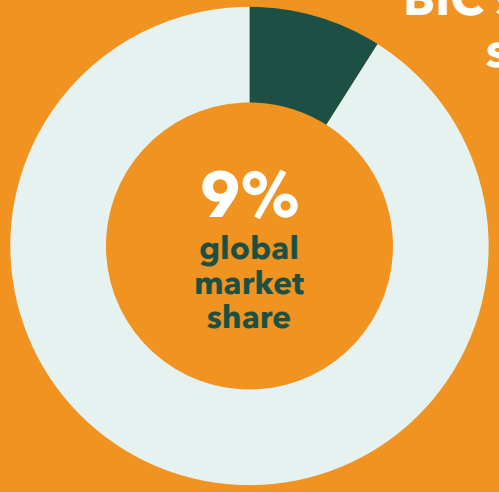
Premium detangling haircare company

BIC's Market Share and Brands

Stationery

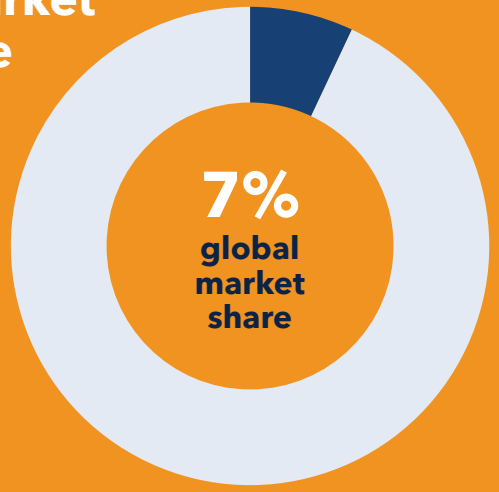


Lighters



BIC's market share

Shavers



Brushes



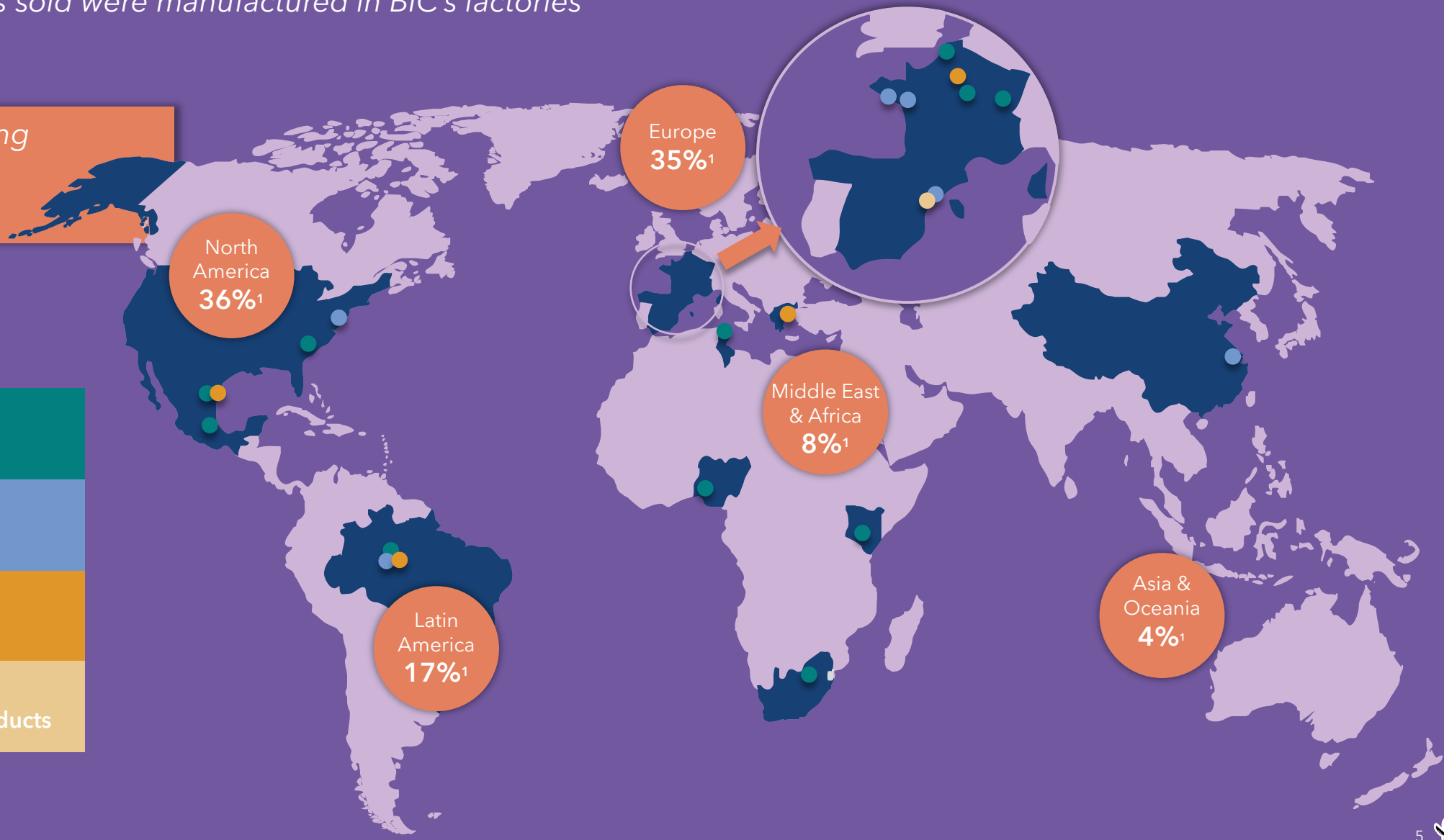
BIC's brands

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*

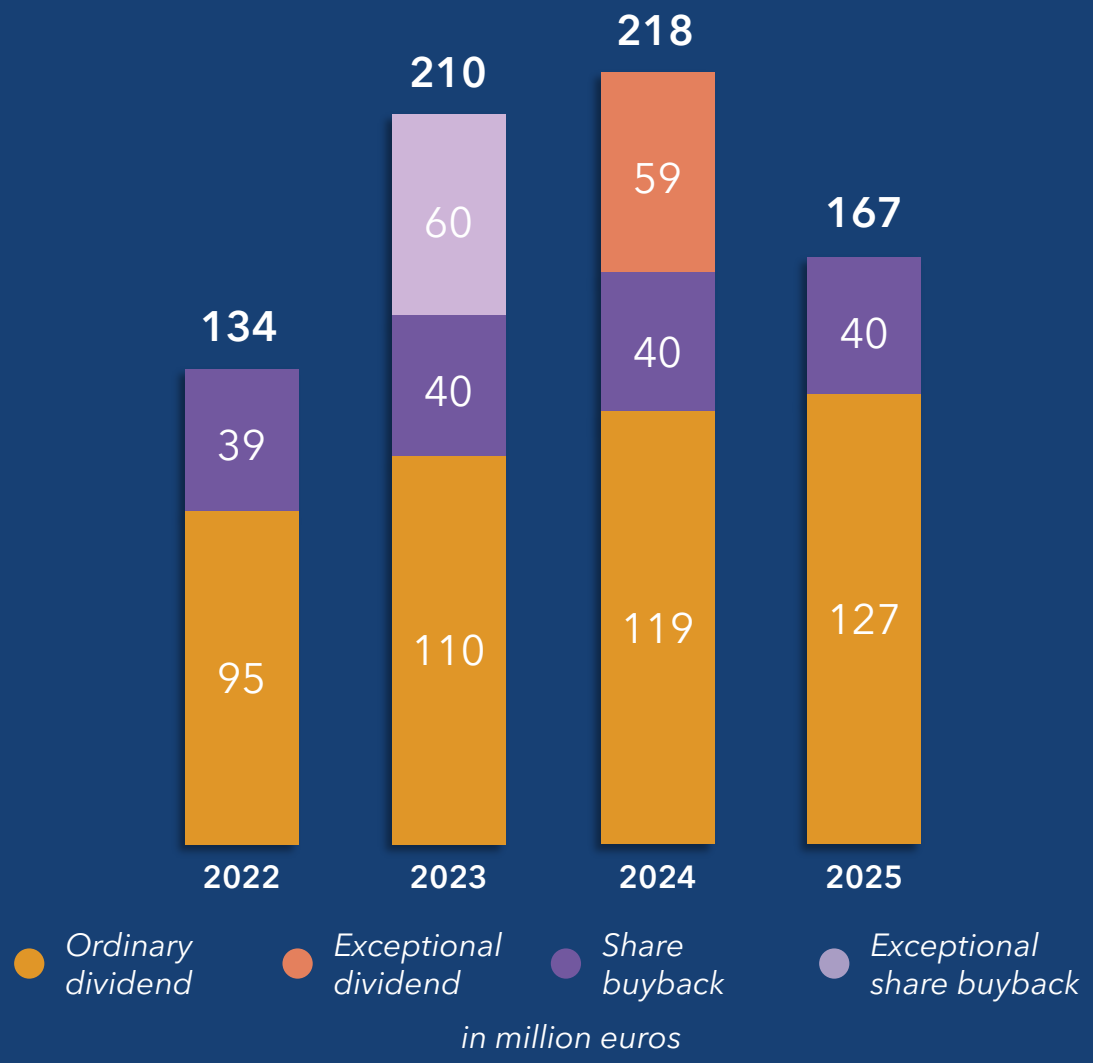


- **Stationery**
- **Lighters**
- **Shavers**
- **Advertising & promotional products**

[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

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

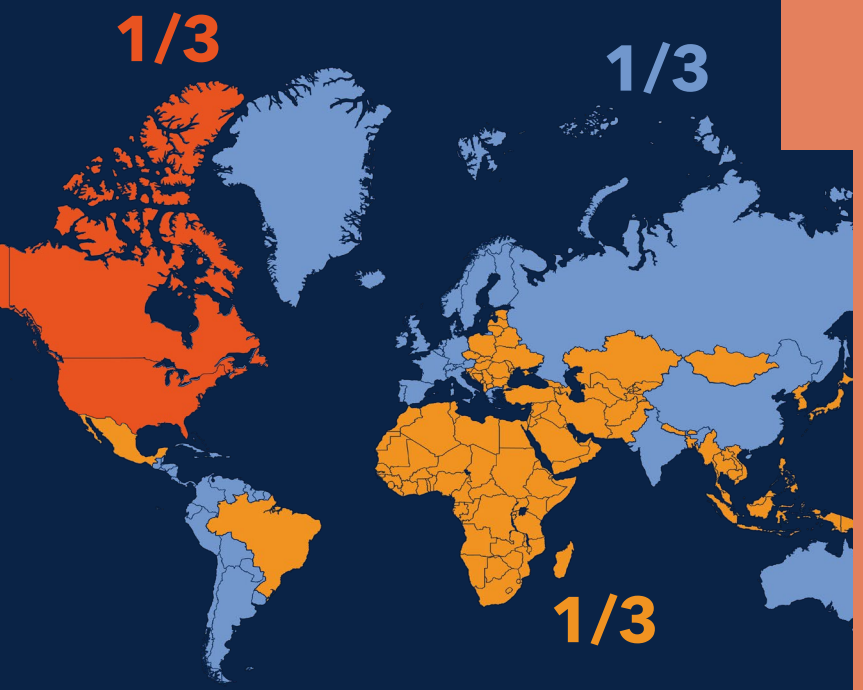
COUNTRIES	CHANNELS	CATEGORIES
Developed (US & Canada)	Modern Mass	Stationery: Protect core, improve profitability via new channels
	Traditional	Lighters: Stabilize core & unlock new growth in emerging channels
	E-commerce	Shavers: Accelerate core non-refillables & innovate into refillables
		Brushes: 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

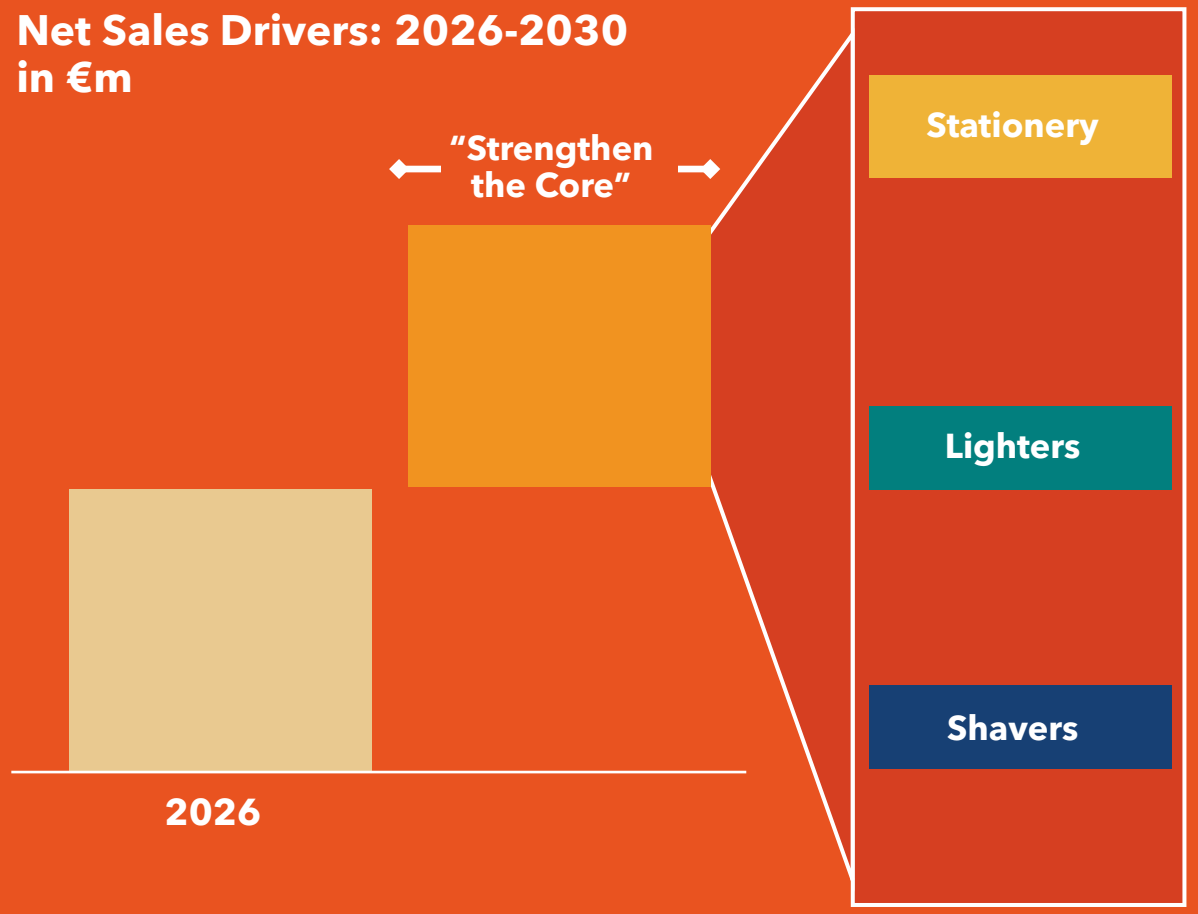
Reducing long-tail complexity

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

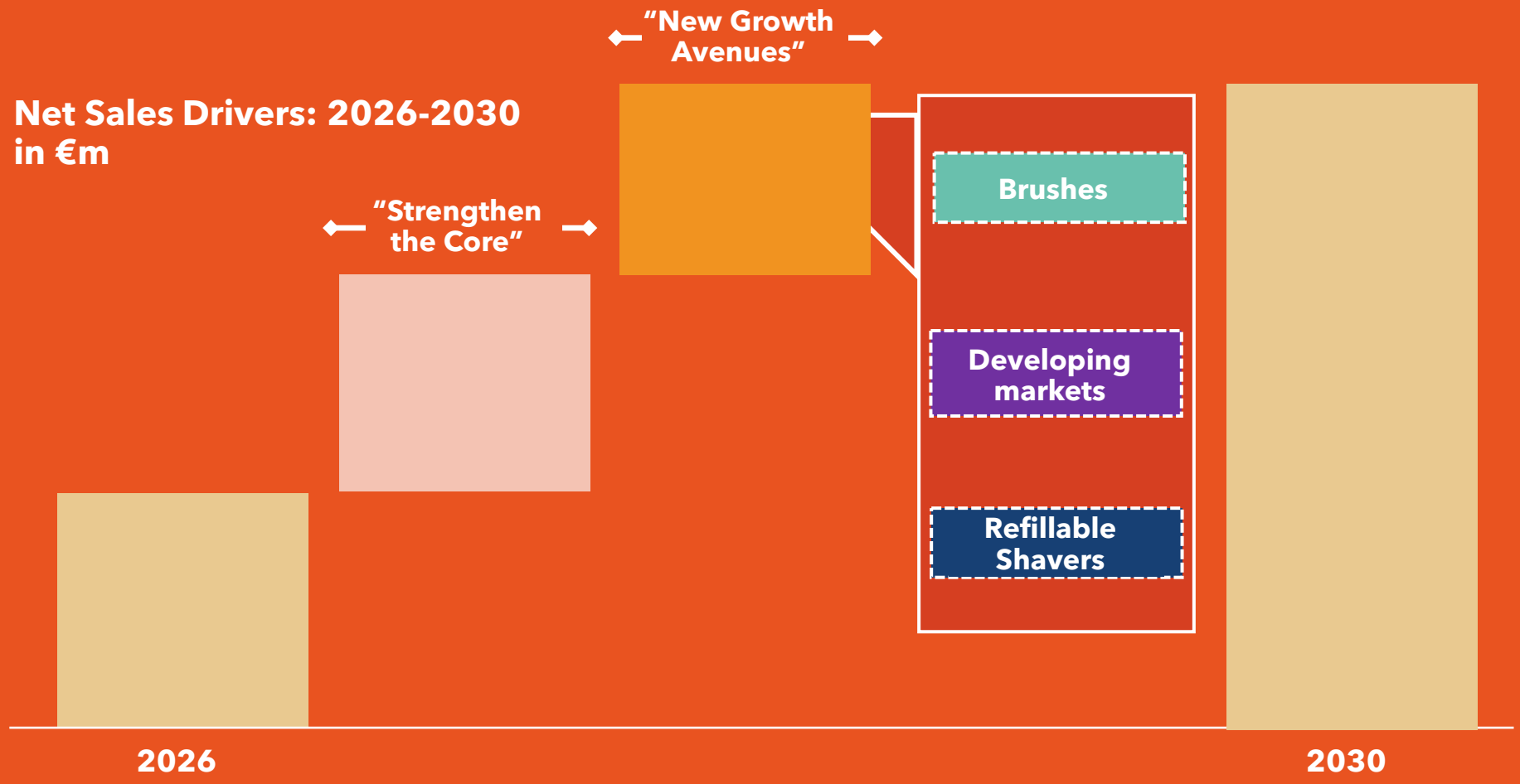


Invest to increase product penetration and drive mental availability

Enhanced go-to-market strategy

Global category roadmap supported by unified systems

…while securing new growth avenues

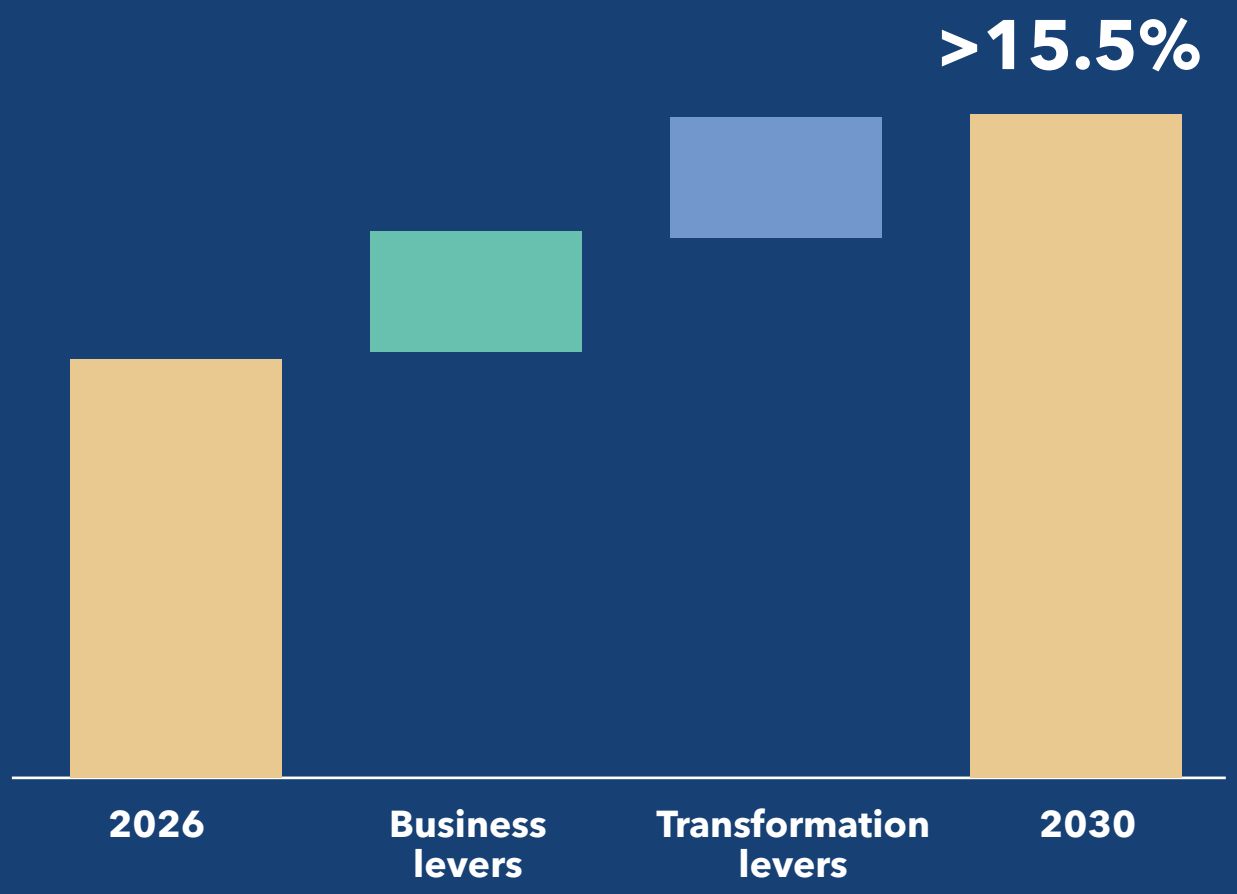


Innovation triggering consumer appeal

Increased penetration in growth channels supported by brand support investments

Margin expansion from operations and transformation

Adj. EBIT Margin drivers: 2026-2030



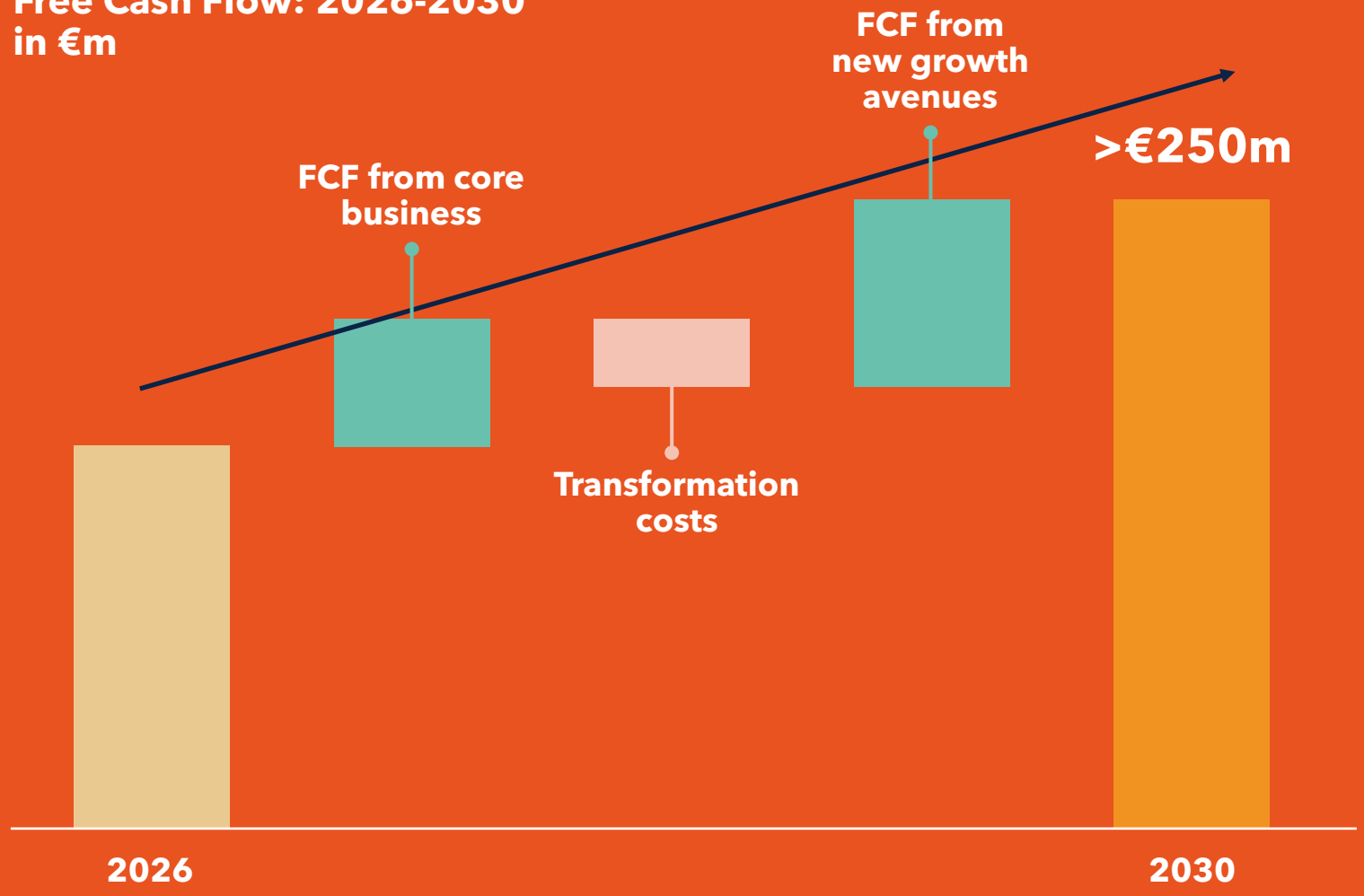
Steady margin expansion over the period

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.*

BIC to the future

2030 Ambition

Organic net sales CAGR
c.3%

Adjusted EBIT Margin
>15.5%

Free Cash Flow generation in 2030
>€250m

Cumulative Free Cash Flow 2027-2030
€900-950m

Dividend payout ratio (% of Adj. EPS)
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



Stationery

Grow penetration and elevate the brand

AMBITION

Turn Stationery into a value creative category to improve cash generation

MUST-WIN BATTLES

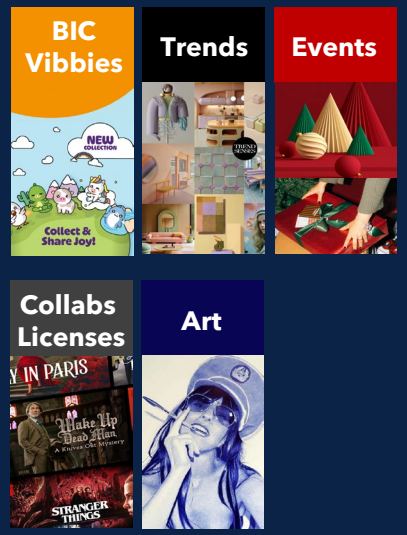
Boost penetration & fuel growth

Elevate the brand to drive value

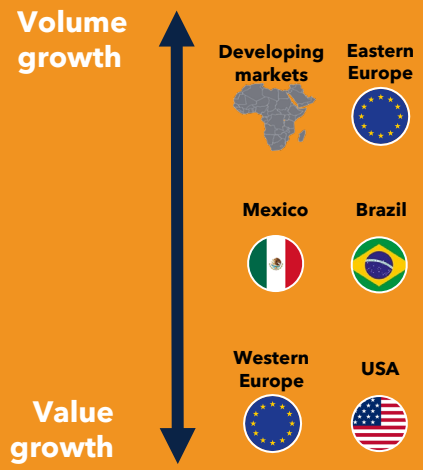
Improve profitability

Ambition into action: Portfolio strategy

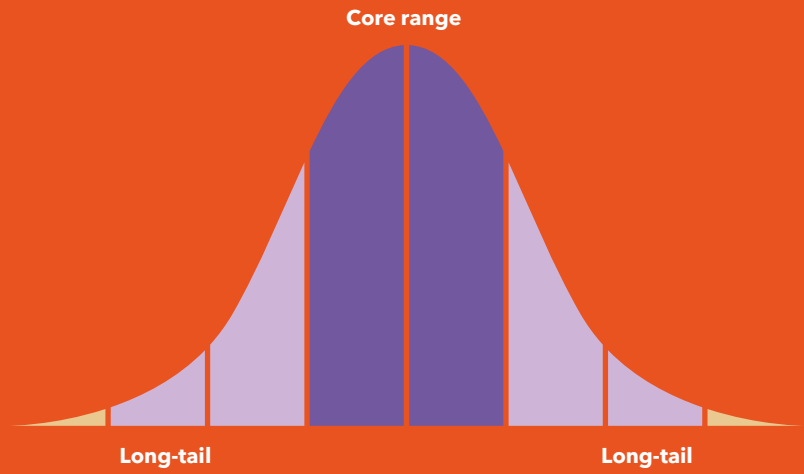
Animation & innovation



Increased penetration & value growth



Portfolio simplification



Lighters



BIC® to the future

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: Decor strategy

40%

of purchases are

Impulse

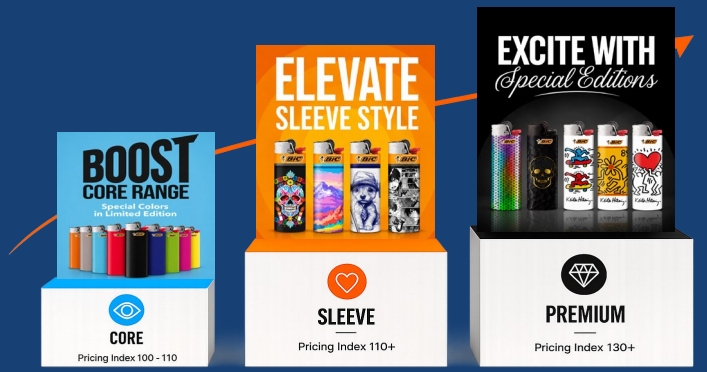
Design

is the key

Trigger



Driving growth through core designs and innovation





Core Range



Premium Decors

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



Shavers

BIC 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

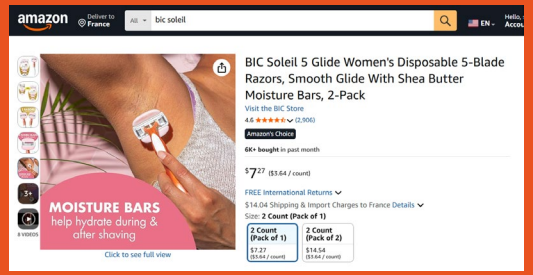




Point of purchase excellence







TANGLE TEEZER®

BIC® 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



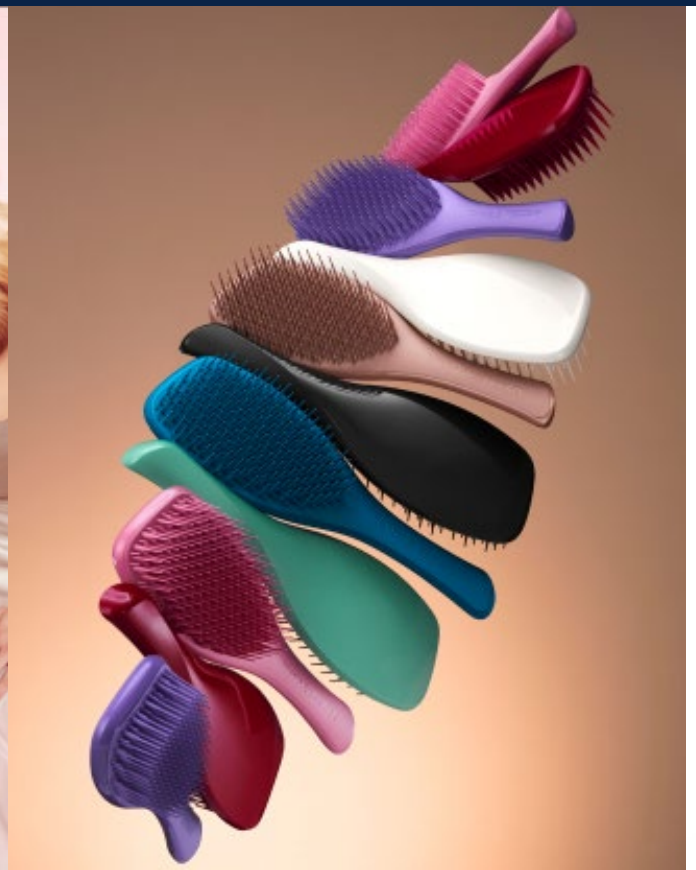
Refine core portfolio & packaging and increase visibility

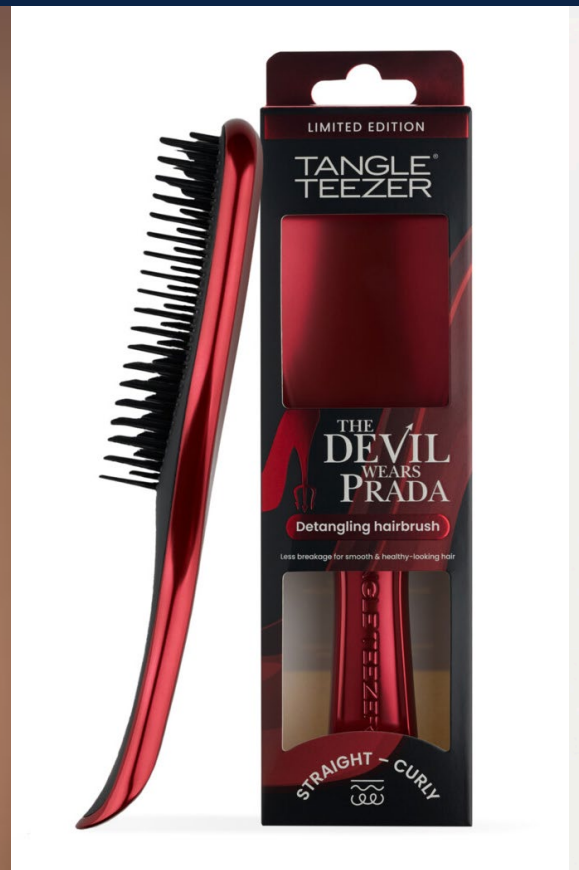


Prioritize growth pockets with optimized go-to-market strategy

Extend from the core, with brush innovation & animations









Net Sales Performance

Q3 2026



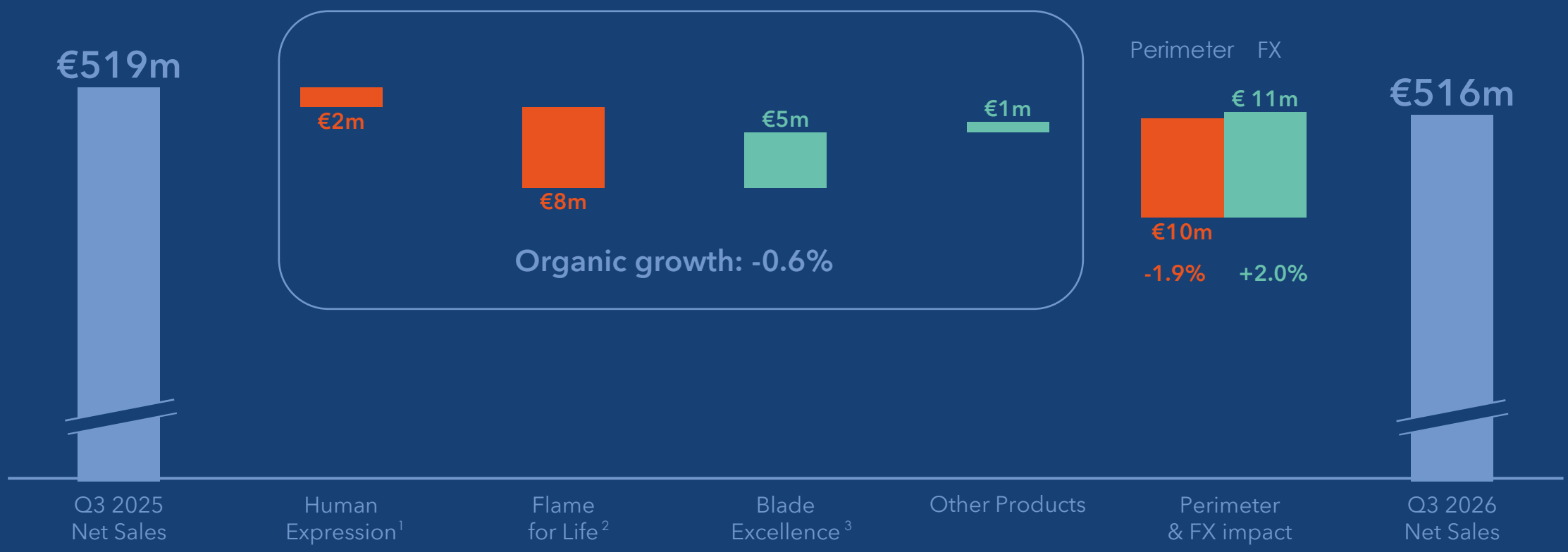
Q3 2026 Key Takeaways

- **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

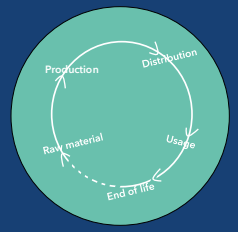
Adjusted EBIT margin slightly above 14.0%

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"*

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

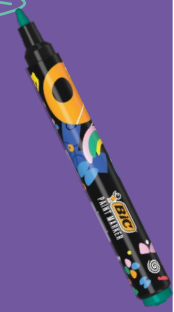
Launched BIC® EZ Load™, BIC's first refillable utility lighter



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

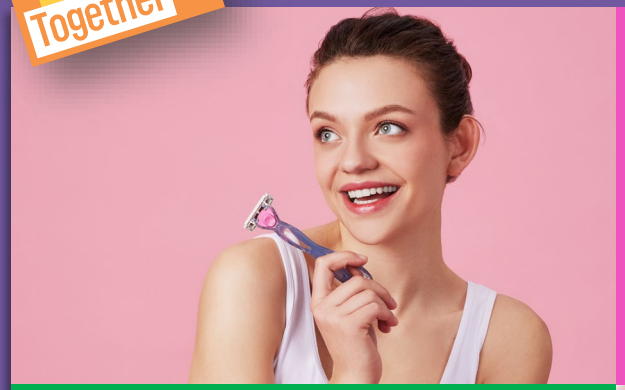


BIC® ECOlutions™, a complete line of products made from recycled materials

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*

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 products[1] 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 packaging[2]

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 countrie**s and for **other BIC categories** creating less dependency on raw material suppliers

2030

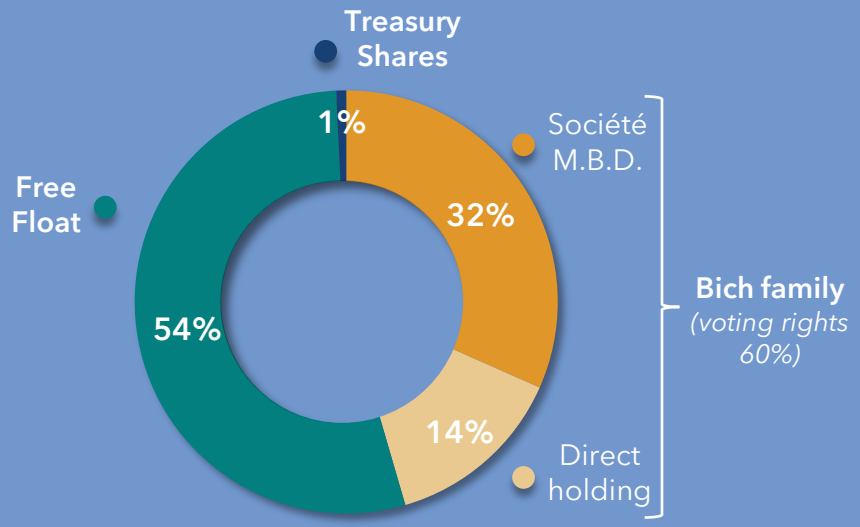
Scale lighter collection to other countries and **leverage BIC's capabilities** to provide end-of-life collection and disassembly **beyond BIC products**

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

Oct. 2026

Executive Committee

7
Members

29%
Women

6
Nationalities

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.

Board of Directors (as of October 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



Karen Guerra (C)



Véronique Laury



Héla Madiouni



Candace Matthews (C)



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

Executive Committee (as of October 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	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

in million euros	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)

in million euros	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
Reported growth	*(11.9) %*	*(9.3) %*	*(10.3) %*	*(4.0) %*	*(14.7) %*	***(9.6) %***	*(7.7) %*	*(6.9) %*	*(7.2) %*	*(4.4) %*
Organic growth[1]	*(10.5) %*	*(6.1) %*	*(7.8) %*	*(0.5) %*	*(5.8) %*	***(5.6) %***	*+3.0%*	*(1.0) %*	*+0.5%*	*(1.1) %*
Growth at constant currency[1]	*(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	-
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	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)

in million euros	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

in million euros	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.