

ESG Investor Presentation

BIC - March 2026

BIC at a glance

Our Products

High Quality

Affordable

Essential

Trusted by Everyone

Long lasting

Our Brands







Worldwide Leadership

#2 **Human Expression**
writing instrument manufacturer with a ~8% market share in value[1]
35% of 2025 Group net sales

#1 **Flame for Life**
branded lighter manufacturer with a ~15% market share[2]
35% of 2025 Group net sales

#2 **Blade Excellence**
One-piece shaver manufacturer with a ~23% market share in value[3]
29% of 2025 Group net sales

Global Presence

>160
countries

>11,000
team members

~90
nationalities

26m
BIC products sold every day

20 manufacturing sites across **5** continents

>95%
of net sales are from products manufactured in BIC's own factories

[1] *Euromonitor 2024 edition for writing instruments and shavers*
[2] *Market share in volume excluding China, BIC estimates as of 2024*
[3] *NIQ & Circana 2024*

BIC's Sustainable Development Journey

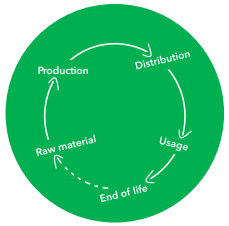


1944



1950

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



1994

Conducted first life cycle product analyses



2009

Became first stationery manufacturer to receive the *NF Environment* ecolabel

2004

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



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 approach to Sustainability

Sustainability has been a cornerstone of our business for **more than two decades**, and our approach to it is rooted in **our company's values** and woven into our **day-to-day operations.**

Our ambition is to:

- Ensure that we limit our impact on the planet
- Make a positive contribution to society, including to the lives of our consumers and team members

Our sustainability strategy

Writing the Future, Together*

Product	Planet	People
Innovating and collaborating for more responsible products and supply chains.	Making our operations as efficient as possible while reducing our environmental impact.	Ensuring people's safety and wellbeing, while promoting creativity and education for all.







Fostering sustainable innovation in BIC® products	**Acting against climate change**	**Creating and maintaining safe work environments**



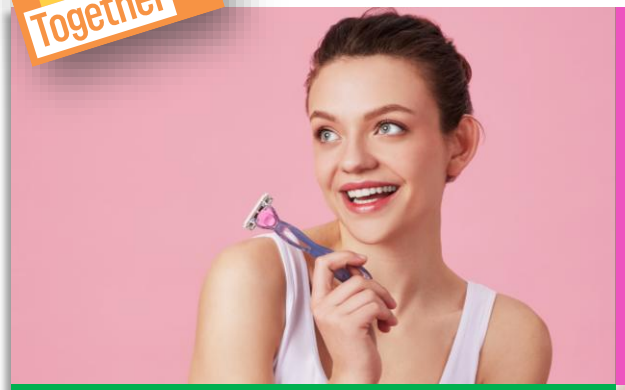
Improving lives through education

Proactively involving suppliers

*ESG Program launched in 2018, with 2025 and 2030 targets

BIC's ESG Key Achievements in 2025

Writing the Future, Together



-4%
lost time incidents in BIC facilities vs. 2024



100%
of cardboard packaging from a certified and/or recycled source

100%
of strategic suppliers involved in at least one responsible procurement action to ensure the most secure, innovative, and efficient sourcing



85%
of electricity used in our own operations is renewable



37%
current female representation in leadership roles at level 4 and above (Executives, including Executive Committee)

-47%
Scope 1 Greenhouse Gas (GHG) emission vs. 2019

GHG emission reduction targets for 2030:
Scope 1: -50%
Scope 2: -100%
Scope 3: -5%



Estimated **245 million**
children have improved learning conditions since 2018

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



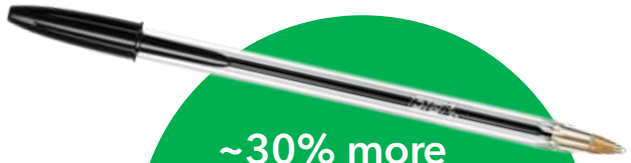
BIC® ECOlutions™, a complete line of products made from recycled materials

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*

Products

Driving down the use of raw materials in iconic BIC products through value engineering



~30% more Cristal pens made with the same amount of plastic*

An example in action: eco-designing

Improved the environmental score of the BIC®2 razor



EMA BIC®2 Baseline

Switched handle to contain recycled content

+24%

improvement in our internal environmental score



EMA BIC®2 New Model

Improving the Sustainability of our Products



Revamp of the iconic BIC 4-Color **Reducing substantial amount of plastic**

Innovating and collaborating for more responsible products and supply chains

BIC key design principle is to create maximum longevity using just what's necessary.
The internal developed tool EMA* helps to guide our teams through eco-design principles.

* Since its creation in 1950

* Environmentally and Socially Measurable Advantage

Products

Exploring Alternative Material Innovations

BIC® Twin Lady/Silky Touch





87% of recycled plastic in the handle

100 tons of plastic saved each year



BIC® Soleil® range



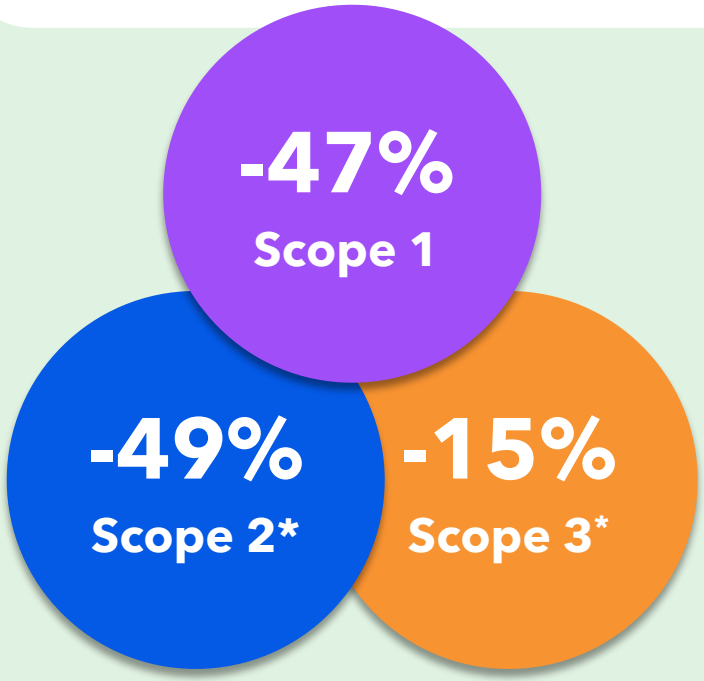
Planet

Our approach

Making our operations as efficient as possible while reducing our environmental impact.

An example in action: reducing GHG emissions

We are committed to reducing emissions in our own operations and along the supply chain.
Some key results of our GHG targets showing progress in 2025 (versus 2019 baseline):



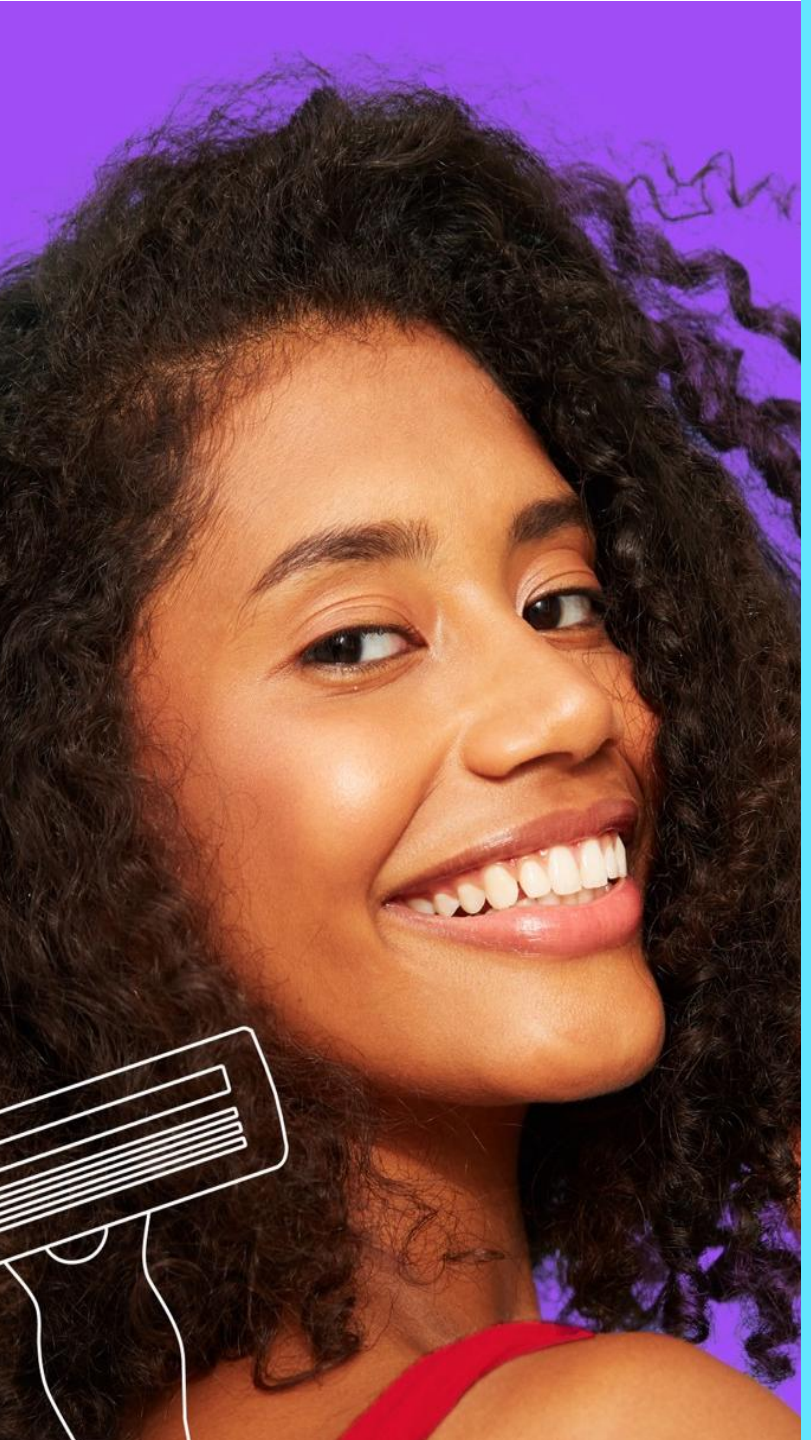
*Market based



An example in action: circular manufacturing

In an effort of reducing the impact of products end of life, BIC designed and built the **first disassembling machine for lighters.**

- 7 years of research and development
- Construction of the workshop started in 2023
- It can **dismantle up to 5,000 lighters per hour**



People

Our approach

Ensuring our people's safety and wellbeing, while promoting creativity and education for all.

An example in action: empowering women

We are committed to increasing the number of women in director and above positions **to 40% by 2027, and in 2025 we reached 37%.**

% of women in the permanent workforce by level:

Overall headcount	47%
Board of Directors*	60%
Executive Committee*	29%
Level 4 and above (Executives)	37%

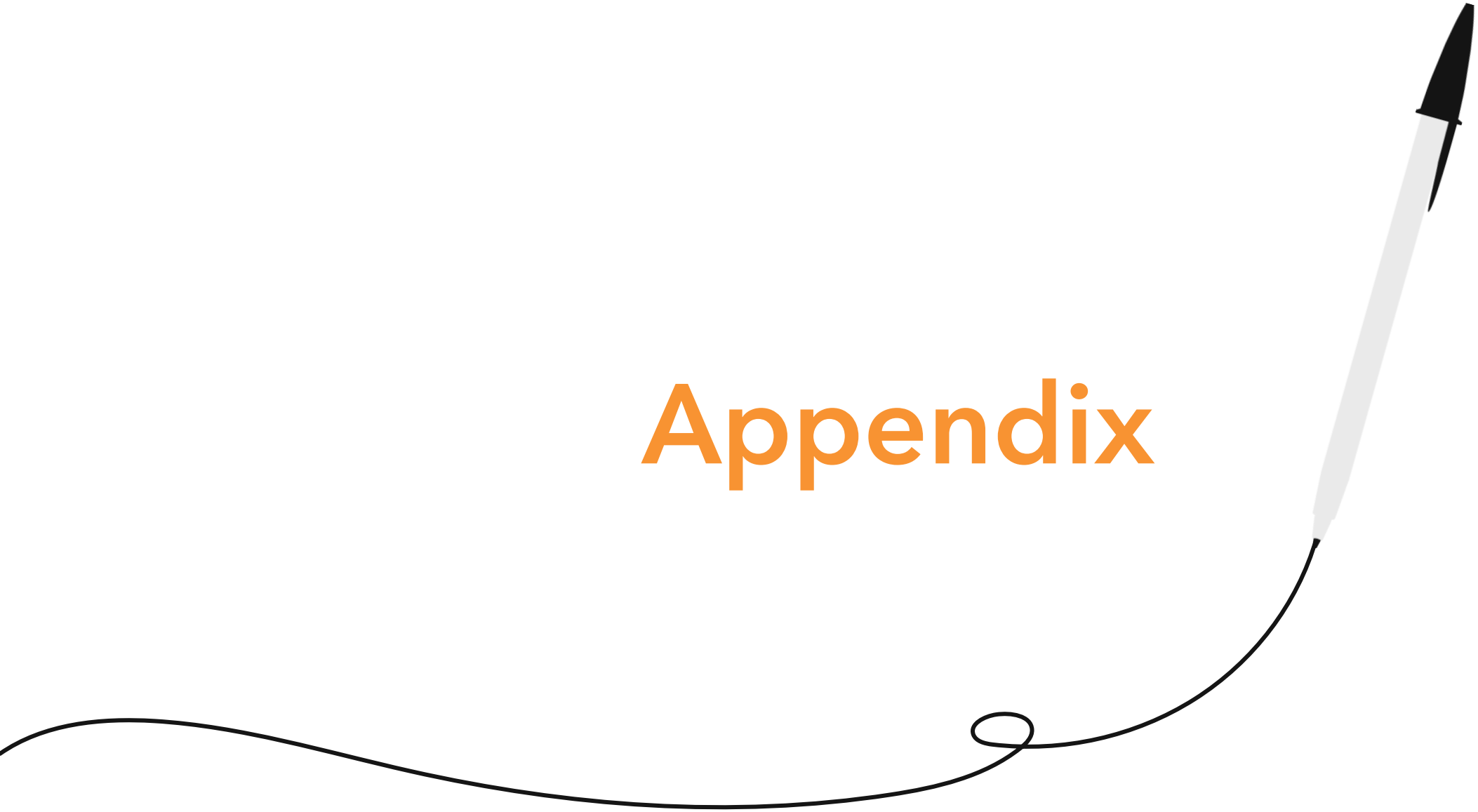
** Board of Directors as of December 31, 2025. Executive Committee effective starting April 1, 2026.*



An example in action: education support

We are committed to improve learning conditions of children around the world. **In 2025, we have impacted positively 245 million children since 2018.**

Appendix



BIC's Sustainability targets and progress

We have set a number of targets to help us achieve our sustainability commitments.
The below table provides a snapshot of our progress towards these targets.

	Our Commitments	Target	Baseline Year	Target Year	2025 Actual Result vs. Target
Product	Packaging	100% of cardboard packaging from certified and/or recycled sources	–	2025	**100%**
		100% recyclable, reusable, or compostable plastic in consumer packaging	–	2025	**84%**
		100% PVC-free plastic packaging	–	2025	**99%**
		75% recycled content in plastic packaging	–	2025	**64%**
	Product	50% non-virgin petroleum plastics in products	–	2030	**6.5%**
Planet	Climate change	100% renewable electricity	2019	2025	**85%**
		Reduce Scope 1 GHG emissions by 50%	2019	2030	**-47%**
		Reduce Scope 2 GHG emissions by 100%	2019	2030	**-49%**
		Reduce Scope 3 GHG emissions by 5%	2019	2030	**-15%**
People	Safety	No lost-time incidents in BIC sites	–	ongoing	**72%** Improved in lost-time incident vs. 2023
	Education	Improve learning conditions for 250m children	2018	2025	**245m**
	Suppliers	Work responsibly with strategic suppliers to ensure the most secure, innovative, and efficient sourcing	–	2025	**100%** suppliers involved in at least one responsible procurement action

BIC's Global Memberships and ESG Ratings[1]

UN Global Compact

French Business Climate Pledge member

CDP Score:
- "B for Climate Change"

MSCI Rating:
- "AAA"

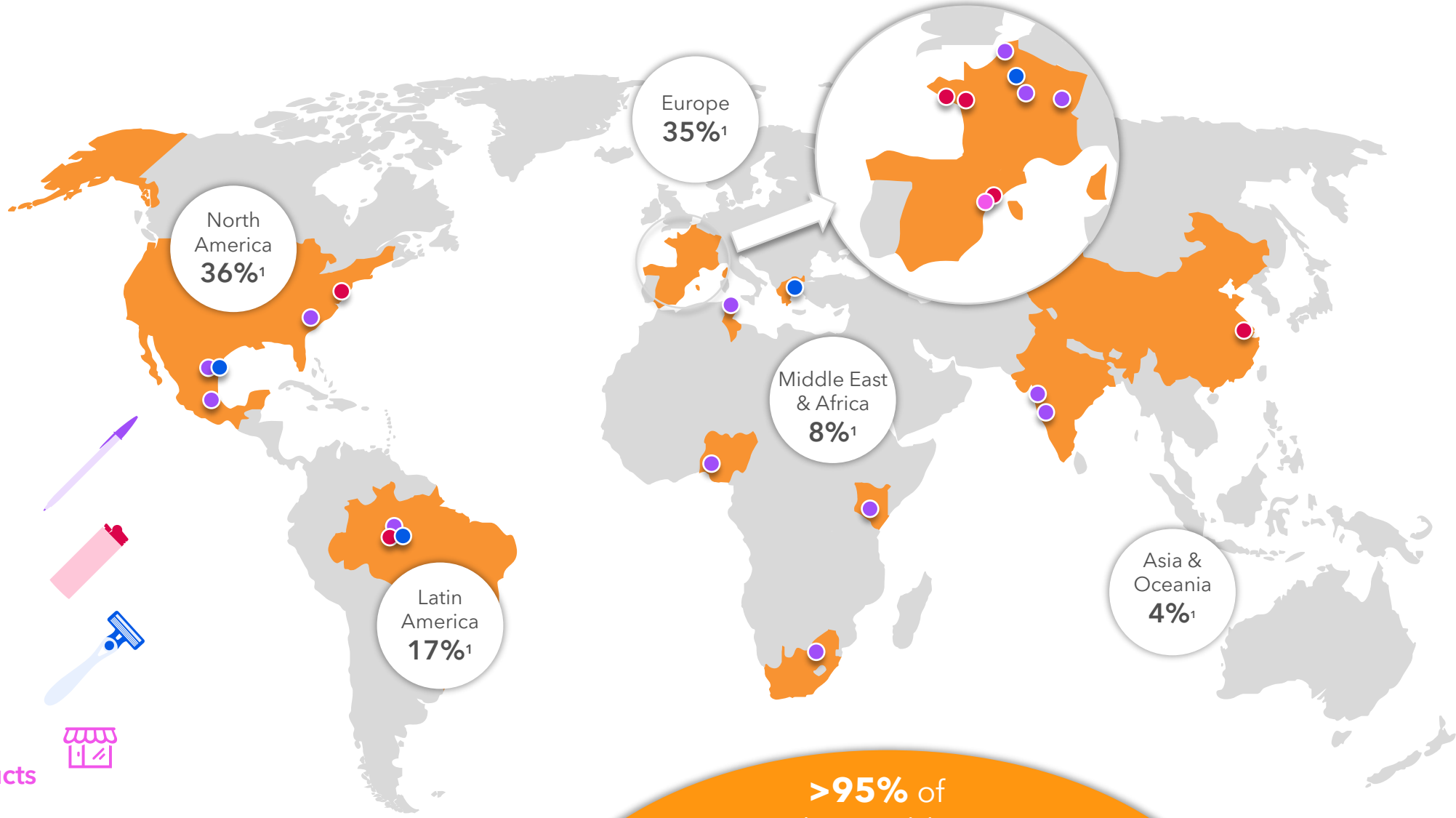
ISS ESG Corporate Rating:
- "C+"

S&P Global ESG Score:
- "49"

[1] *Updated as of March 2026*

BIC's Global Manufacturing Footprint

20 *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

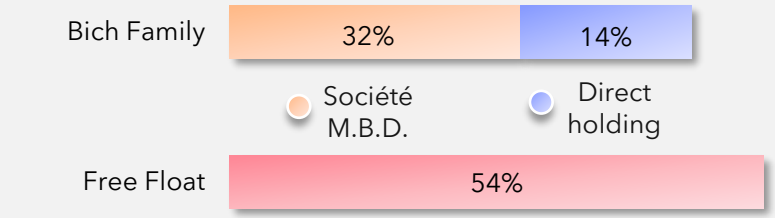
Data for 2025
[1] *% of 2025 Net Sales*



Governance

A Family-Controlled Company with Solid Corporate Governance

Shareholding Structure



Dec. 2025

Board of Directors

12 Directors

40% Independents

60% Women

5 Nationalities

Feb. 2026

Executive Committee

7 Members

29% Women

6 Nationalities

Apr. 2026[1]

[1] *Executive Committee effective starting April 1, 2026.*

Board of Directors (as of February 25, 2026)



Non-Executive Chair

Édouard Bich



Chief Executive Officer

Rob Versloot

Committees

- Nominations, Governance and CSR
- Audit
- Remuneration
- (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

[1] Representing Société M.B.D.

Executive Committee (as of April 1, 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