



GROUP PRESENTATION FOR INVESTORS

November 2021

Q3 2021 RESULTS HIGHLIGHTS

Q3 2021 KEY TAKEAWAYS



Q3 results exceeded our expectations, 9 months Net Sales on a comparative basis above 2019 levels in almost all regions – **Full Year 2021 Net Sales guidance further upgraded**

- Mid-single digit growth in the U.S pocket lighter market and solid performance in Latin America drove **Flame for Life** growth
- **Human Expression** Net Sales led by double-digit increases in Europe, Latin America, Middle-East & Africa and India, and outstanding performance from our recent acquisitions (Rocketbook in the U.S and Lucky Stationery in Nigeria)
- **Blade Excellence** performance driven by Latin America: double-digit Net Sales growth of our added-value products.



Strong performance in **e-commerce, with all channels and regions contributing**. Accelerated growth in Developing countries.



Adverse Raw Material price increases offset by savings from the **Invent the Future** transformation plan combined with **ongoing manufacturing efficiencies**



Sustained Free Cash Flow generation driven by solid Cash from Operations



Q3 & 9M 2021 KEY FINANCIAL FIGURES



NET SALES

Q3 2021

478.4 M€

Change at CC⁽¹⁾
+8.5%

Change at CB⁽²⁾
+5.0%

9M 2021

1,395.1 M€

Change at CC⁽¹⁾
+19.8%

Change at CB⁽²⁾
+16.1%



ADJUSTED EBIT

Margin %

Q3 2021

82.5 M€

17.2%

9M 2021

248.6M€

17.8%



ADJUSTED

EPS

Q3 2021

1.28€

+21.9%

9M 2021

3.80€

+30.1%



FREE CASH

FLOW

Q3 2021

128.6 M€

9M 2021

232.3 M€



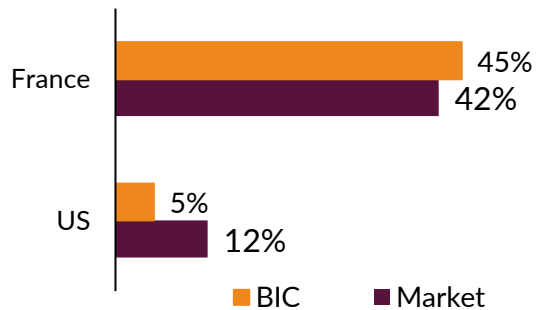
CATEGORY SPOTLIGHTS

HUMAN EXPRESSION

Stationery Market Evolution

	Total Market (value)	BIC share (pts)
France	+3.1%	+0.1
UK	+2.2%	+2.1
US	+16.8%	-1.1
Brazil	-19.6%	+1.9
Mexico	+6.5%	+1.0

Stationery E-commerce sell-out – 9M 2021

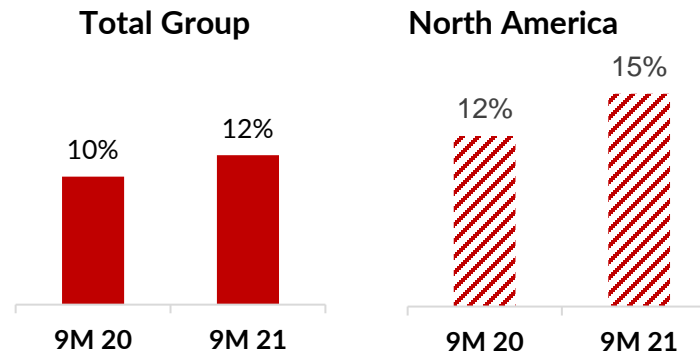


FLAME FOR LIFE

Lighters Market Evolution

	Total Market (value)	BIC share (pts)
France	+3.5%	-1.2
US (total)	+4.3%	+1.0
Brazil	+15.9%	-0.9

% share of BIC Utility Lighters sales

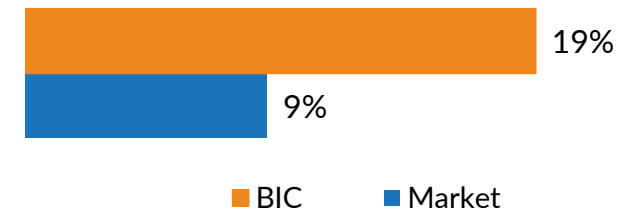


BLADE EXCELLENCE

Shaver Market Evolution

	Market (value)	BIC share (pts)
France	-1.2%	-0.3
UK	-7.6%	Flat
US	-1.5%	-2.2
Brazil	+2.0%	-0.1
Mexico	+7.7%	-0.4

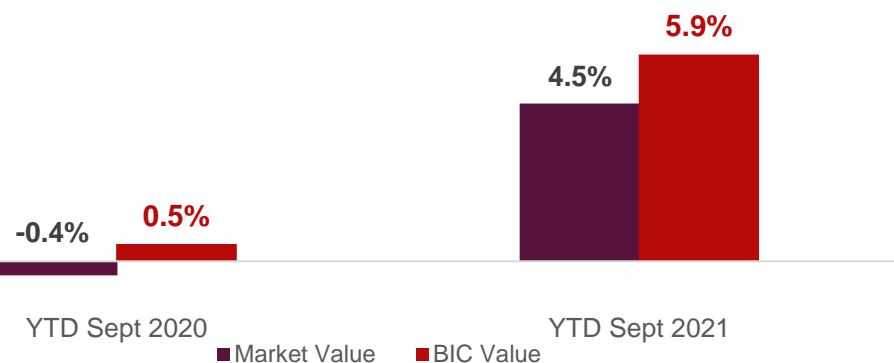
Shavers E-commerce sell-out in the US – 9M 2021



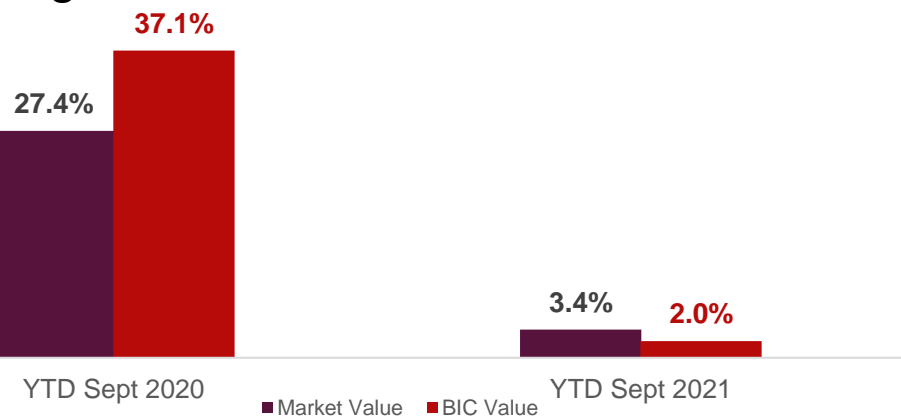
FOCUS ON 9M 2021 LIGHTER PERFORMANCE IN THE U.S.

Market Trends⁽¹⁾

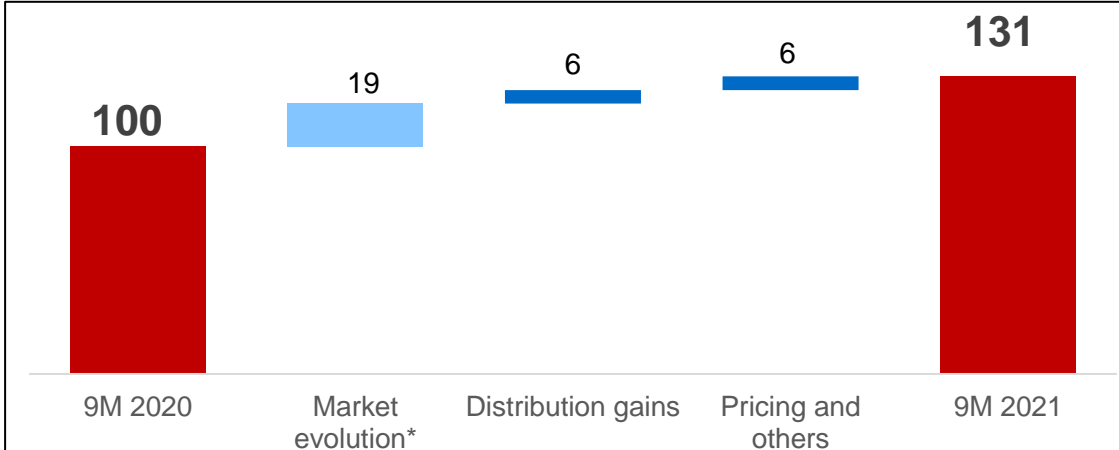
Pocket Lighters



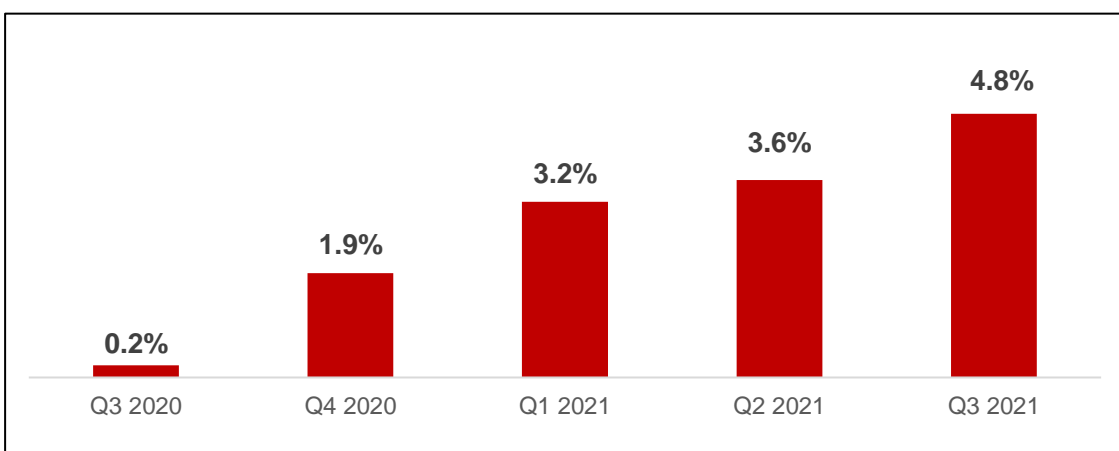
Utility Lighters



BIC Sell-in (Estimates)



BIC EZ Reach Quarterly Market Share since launch

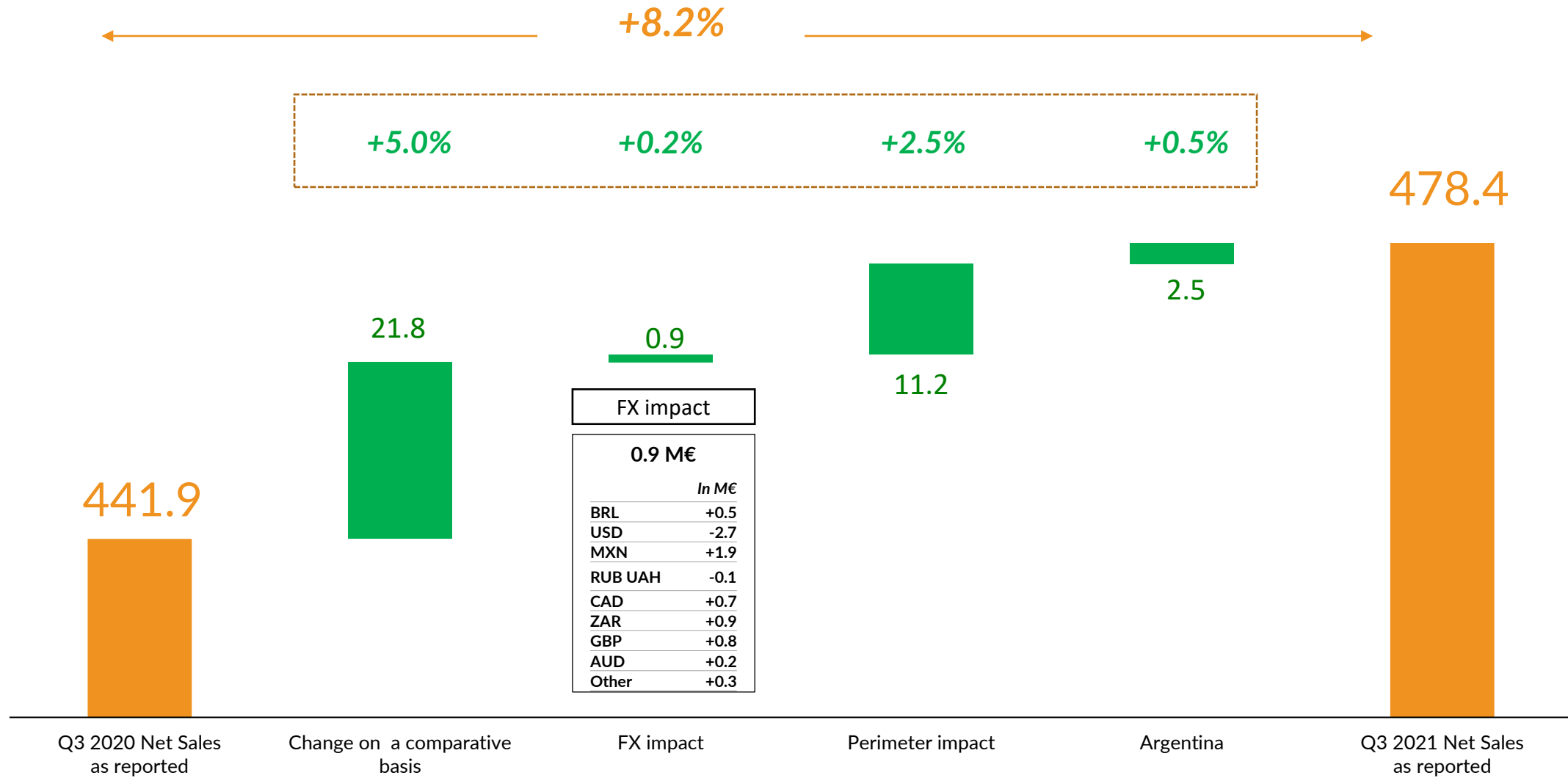


(1) Source: IRI data 27 September 2021 – measured market. est. 70% market coverage

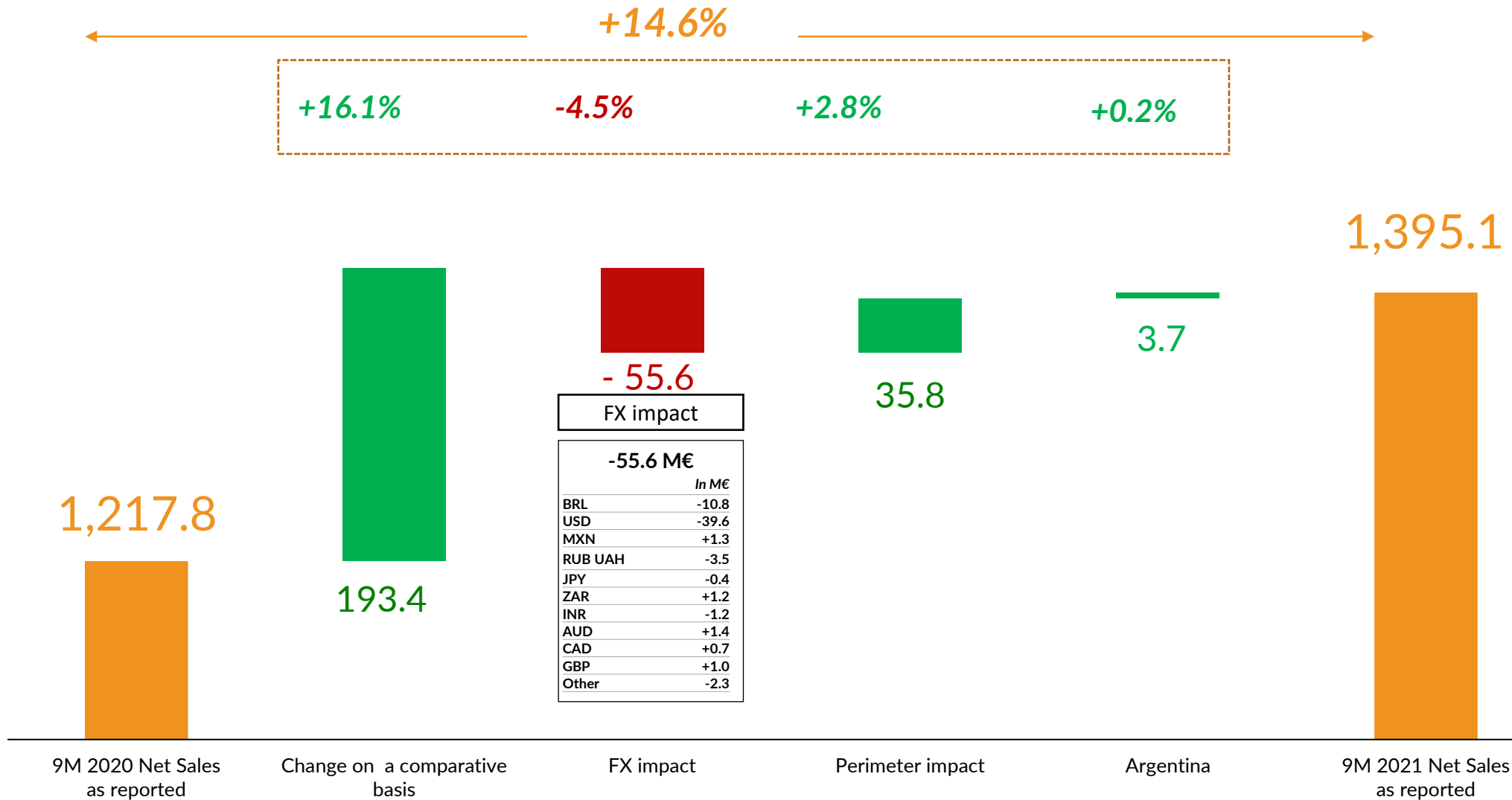
Index – Off Invoice Sales growth in points

*: Market growth + customers calibrating orders to meet consumers' unforeseen demand

Q3 2021 NET SALES EVOLUTION



9M 2021 NET SALES EVOLUTION



Q3 & 9M 2021

PROFIT AND LOSS ACCOUNT

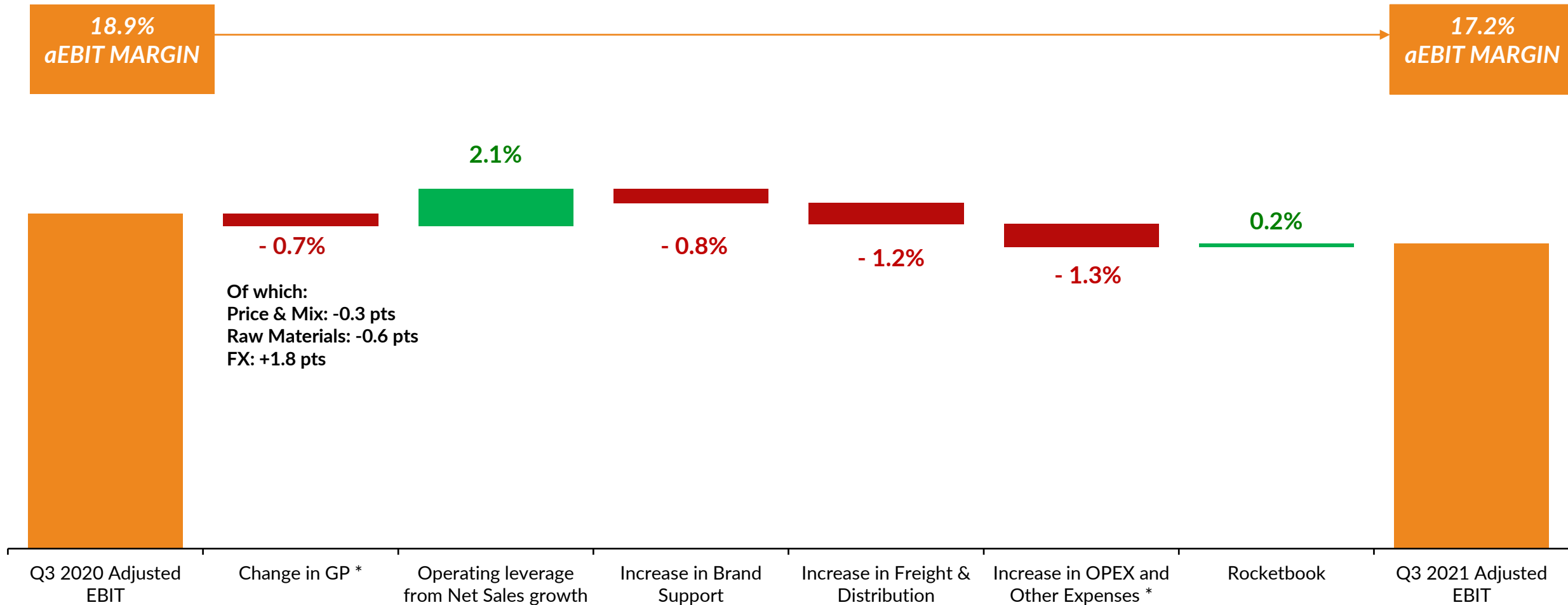
In million euros	Q3 2020	Q3 2021	9M 2020	9M 2021
Net Sales	441.9	478.4	1,217.8	1,395.1
Gross Profit	214.0	242.9	585.2	716.7
EBITDA*	181.0	136.7	247.3	470.2
Adjusted EBIT*	83.3	82.5	176.2	248.6
Non-recurring items	(25.0)	0.0	43.9	(166.5)
EBIT	108.3	82.5	132.3	415.1
Finance revenues/costs	(2.8)	(0.7)	7.1	(4.7)
Income before Tax	105.5	81.9	139.3	410.4
Net Income Group share	68.0	57.3	90.1	287.5
EPS (in euros)	1.51	1.28	2.00	6.40
Adjusted* Net Income Group Share	47.3	57.6	131.2	170.4
Adjusted* EPS (in euros)	1.05	1.28	2.92	3.80

- 9M 2021 non-recurring items:
- Sale of Clichy Headquarters: 167.7 M€
 - Pimaco divestiture: 3.0 M€
 - Restructuring costs related to the transformation plan: 4.2 M€



Q3 2021

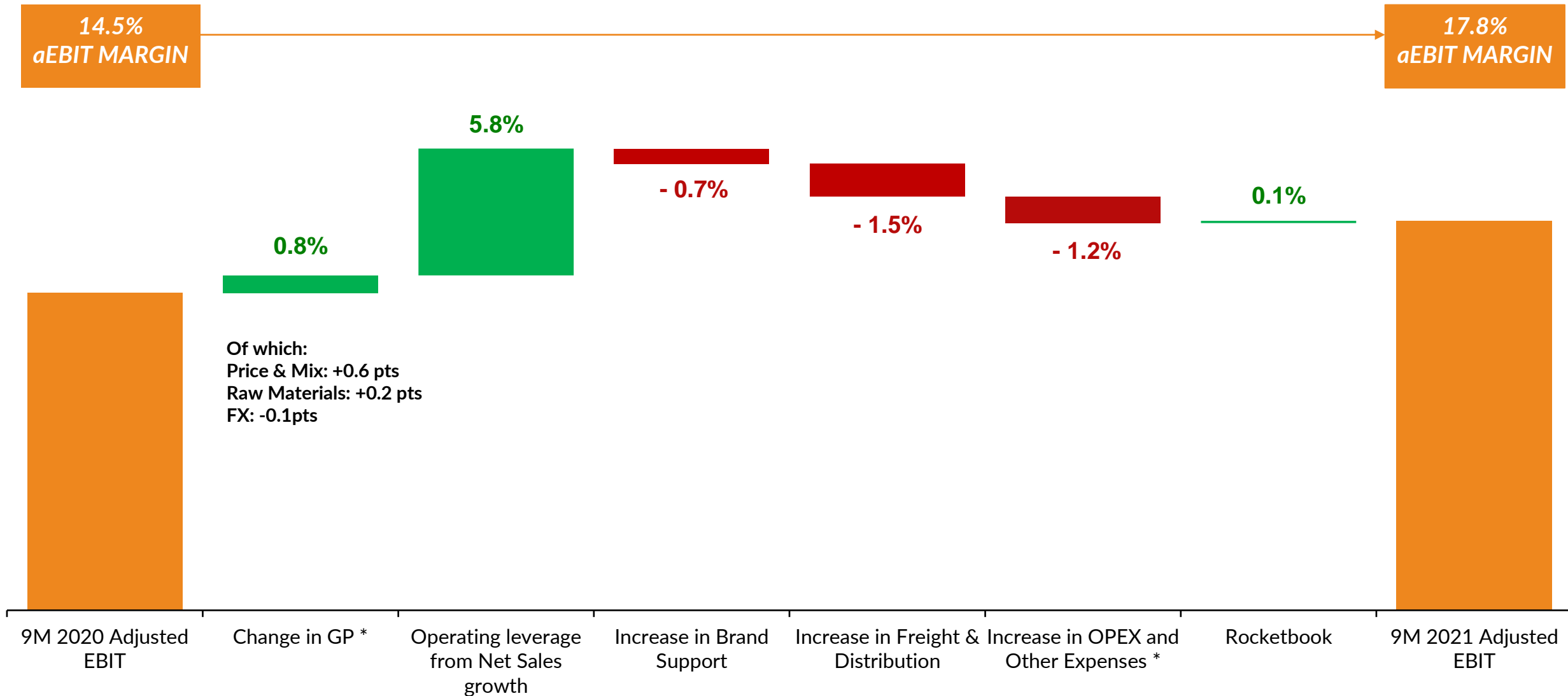
KEY COMPONENTS OF CHANGE IN ADJUSTED EBIT



* Excluding in 2020 under absorption of fixed costs due to Covid-19 pandemic for the Gross Profit and excluding restructuring costs, Cello impairment and non-recurring items mostly commercial force underactivity for the OPEX and other expenses

9M 2021

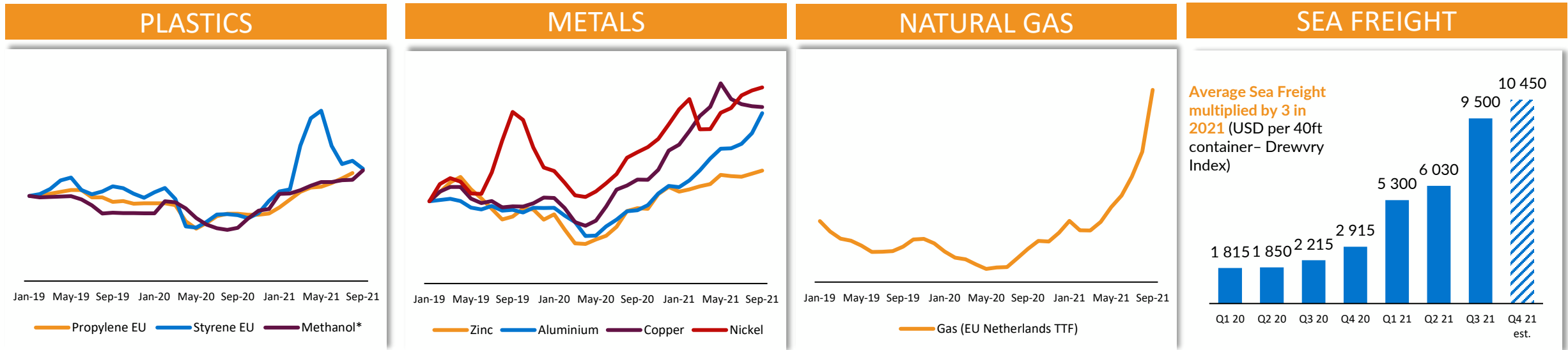
KEY COMPONENTS OF CHANGE IN ADJUSTED EBIT (aEBIT)



* Excluding in 2020 under absorption of fixed costs due to Covid-19 pandemic for the Gross Profit and excluding restructuring costs, Cello impairment and non-recurring items mostly commercial force underactivity for the OPEX and other expenses



INFLATION IN RAW MATERIAL AND SEA FREIGHT COST



→ Ongoing pressure from Raw Materials and Packaging market prices due to supply issues and increase in demand

- 9M average Plastics market prices up 60%**
- 9M average Metals market prices up 37%**
- 9M Packaging market prices up 14%**

→ Sea freight impacted by the global shortage of containers

- Strong price increases since the beginning of 2021, with an acceleration in Q3
- Increase in average lead time from port to port
- Initially concentrated in Asia, overall disruption now extended to Europe (80% of BIC intercontinental flows)
- Negative impact expected on Q4 2021 Gross margin

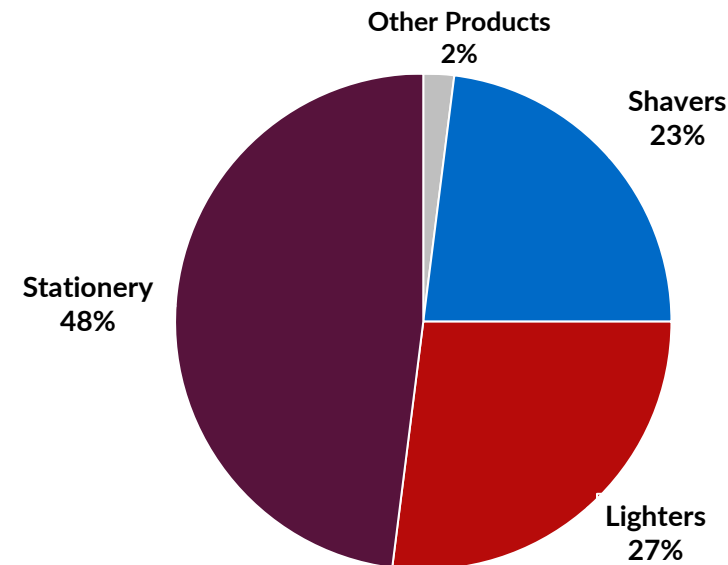
*: Methanol is a basic component of Polyoxymethylene (POM) used in Lighters - **: compared to 2020 on average

WORKING CAPITAL

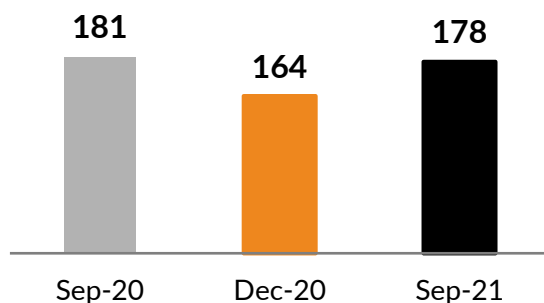
BIC In million euros	September 2020	December 2020	September 2021
Total Working Capital	549.2	458.0	495.5
Of which inventories	418.0	379.0	441.8
Of which Trade and other receivables	481,5	409.6	483.7
Of which Trade and other payables	(108.7)	(99.5)	(148.1)



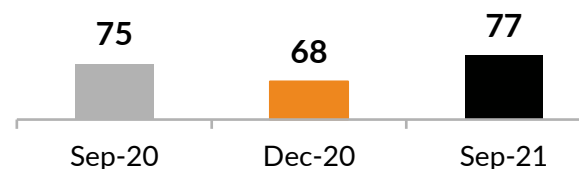
Inventories by category:



INVENTORIES IN DAYS*



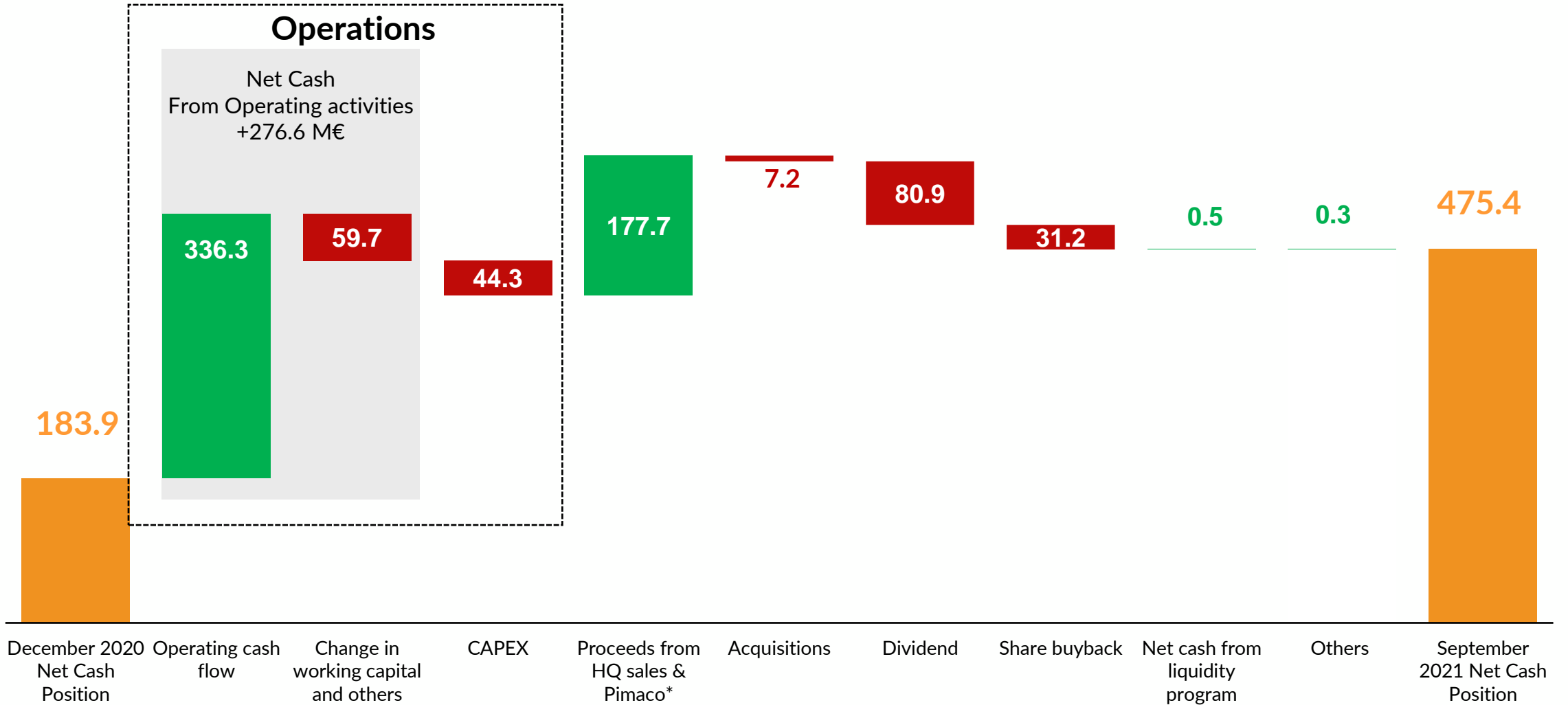
RECEIVABLES IN DAYS



* In days of Costs of Goods

30 SEPTEMBER 2021 NET CASH POSITION

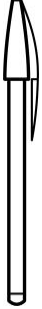
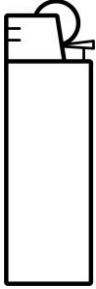
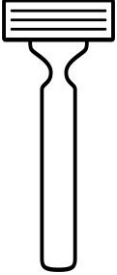
In million euros



(*) Headquarters Sales: 173.9 million euros – the tax related to the HQ sales will be cashed out later in the year / Pimaco: 3.8 million euros

2021 OUTLOOK

REVISED 2021 MARKET ASSUMPTIONS*

	 STATIONERY	 LIGHTERS (pocket)	 SHIVERS
EUROPE	Flat to slight increase	Slight increase (vs flat to slight increase)	High-single digit decrease (vs. flat)
NORTH AMERICA	High-single digit increase (vs. mid-single digit increase)	Low-single to mid-single digit increase (vs. low single-digit increase)	Low- single digit decrease (vs. low to mid-single digit decrease)
LATIN AMERICA	High-single to double-digit decrease in Brazil / Flat in Mexico	Mid-single digit increase (vs. low to mid-single digit increase)	Low to mid-single digit increase
INDIA	High-single digit to low-double digit increase (vs. high-single digit increase)		

* in value – Based on Euromonitor and internal estimates

2021 MAIN NET SALES, ADJUSTED EBIT MARGIN AND FREE CASH FLOW DRIVERS

Organic Growth

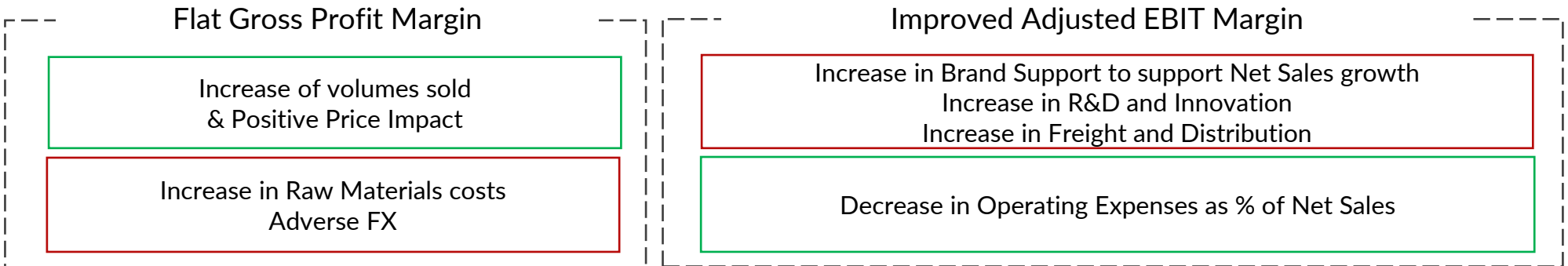
New businesses



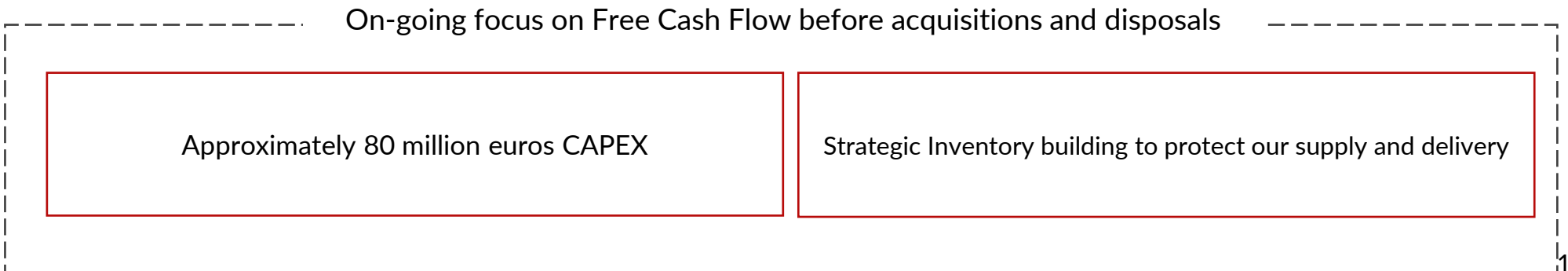
Net Sales




aEBIT Margin




Cash



2021 OUTLOOK UPDATE¹

- Given the solid nine months performance and current market assumptions, **we upgrade our FY 2021 forecast and now expect to deliver above 14% Net Sales growth at constant currencies.**
- The fourth quarter will be affected by raw materials and freight & distribution cost increases. For the Full-Year, overall input costs inflation will be more than offset by improved manufacturing efficiencies, the savings from our Invent the Future plan, and tight management of expenses. Despite the building of strategic inventories to protect supply and delivery for 2022, **our goal for Full-Year 2021 Free Cash Flow remains above 200 million euros².**

1: based on outlook market assumptions slide 16

2: Free Cash Flow: Net Cash from Operating activities - CAPEX / excluding acquisitions and proceeds from the sale of businesses



GROUP OVERVIEW

HISTORY AT A GLANCE: INCEPTION



Marcel Bich launches the **BIC® Cristal**, the first high quality ballpoint pen at an affordable price. It is sold under the **BIC®** name.

1950

1954

The Group starts its international expansion in **Europe** (Italy, UK, ...), **Latin America** (Brazil), **Africa** (South Africa) and **North America** (USA).

First step in Advertising & Promotional Writing Instrument (BIC Graphic)

1969

First BIC® lighter is introduced.



1973

First BIC® one-piece shaver is introduced.



1975



EXPANDING PRODUCT RANGE



BIC acquires Conté® coloring & graphite brand

1979

1992



BIC acquires American correction brand Wite-out ®



BIC acquires the European correct brand Tipp-Ex®

1997

2000

BIC launches its first Utility Lighter



BIC launches the BIC® Soleil® Shaver for women and launches Life Cycle Assessment for its products

2004



EMBRACING SUSTAINABLE DEVELOPMENT AND EXPANDING HORIZON

BIC launches its first Hybrid Shaver

2009

BIC is the first European manufacturer of writing instruments to earn the French Ecolable NF Environment

2011

Partnership with Terracycle Europe, a leader in collecting hardly recyclable materials



2017

BIC initiates an innovative circular economy model with Ubicuity™



BIC launches temporary tattoo marker BodyMark by BIC® and online brand Made for YOU for genderless refillable shavers

2019

BIC participated in LOOP, a new global shopping platform aimed at reducing packaging



2020

BIC acquires Boston based company RocketBook to enter the digital writing market



BIC acquires French lighter DJEEP to help strengthen their position in the Lighter market



KEY STRENGTHS

Our Products

High Quality

Safe

Affordable

Essential

Our Brands



Worldwide Leadership

N°2

Stationery

cc. 9% market Share*

N°1

Lighters

cc. 55% market Share**

N°2

Shavers

cc. 20% of the one-piece wet shave segment
(cc. 7% market share of the total wet shave segment)

Solid Balance Sheet

€183.9M

Net Cash Position at the end of 2020

€274.5M

Free Cash Flow before acquisitions at the end of 2020***

* Euromonitor 2020 edition Writing instruments

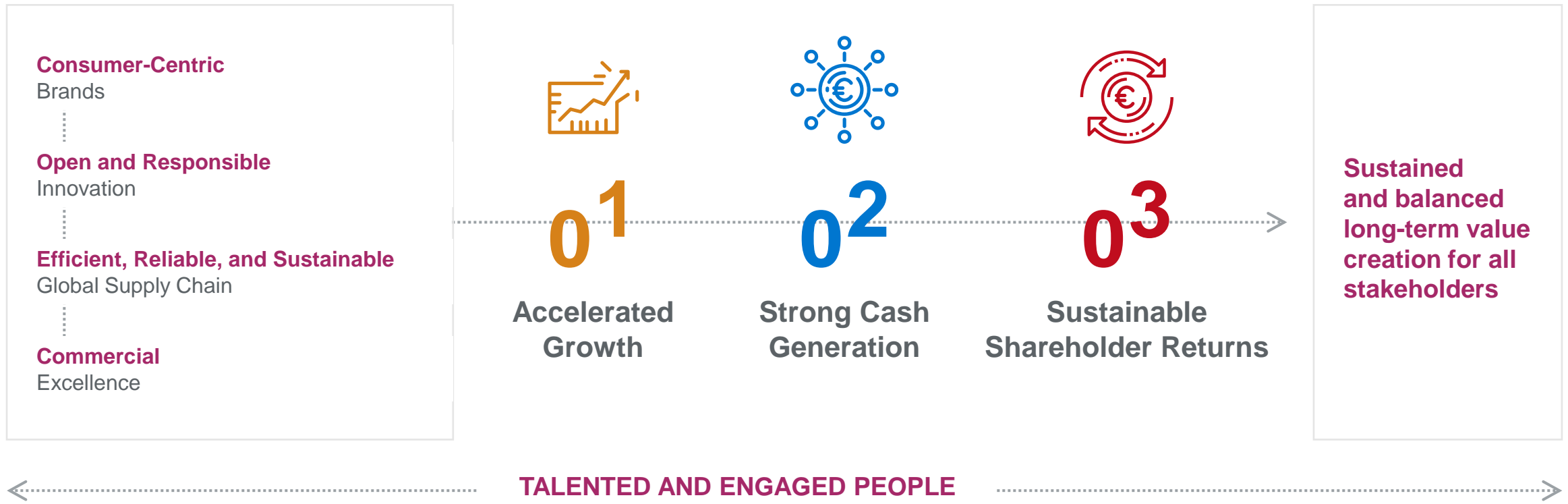
** Outside Asia

*** Before acquisitions and disposals



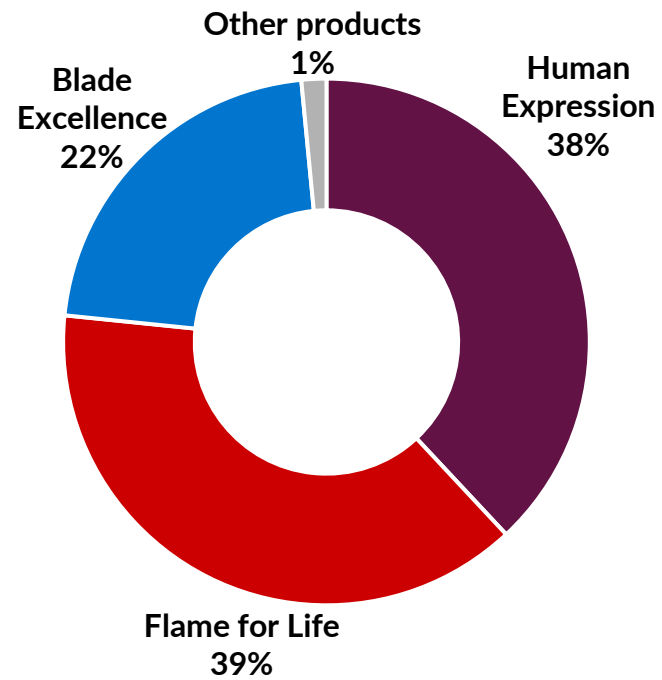
BIC'S LONG-TERM VALUE CREATION BUSINESS MODEL

Bringing simplicity and joy to everyday life
Creating high quality, safe, affordable, essential products trusted by everyone

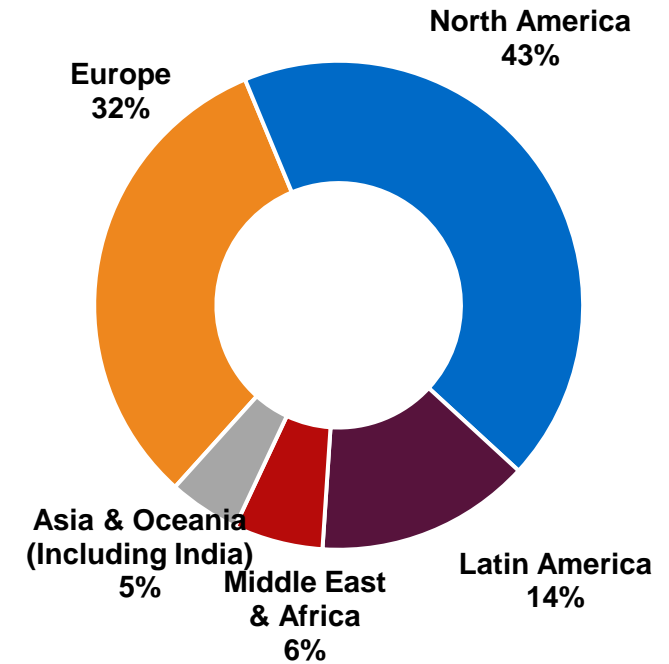


9M 2021 NET SALES BREAKDOWN

BY CATEGORY

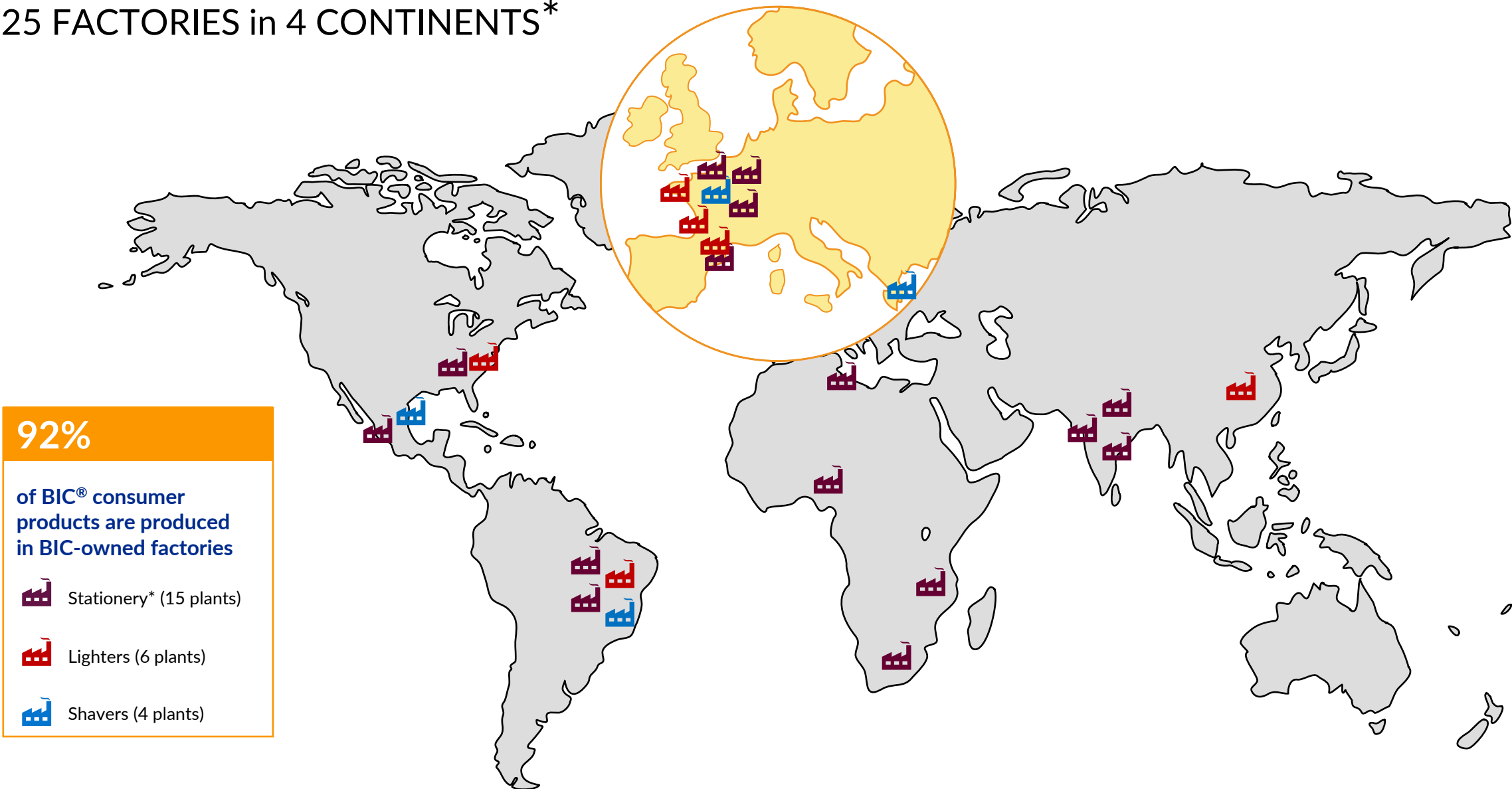


BY GEOGRAPHY






INTERNATIONAL MANUFACTURING FOOTPRINT

25 FACTORIES in 4 CONTINENTS*



92%
of BIC® consumer products are produced in BIC-owned factories

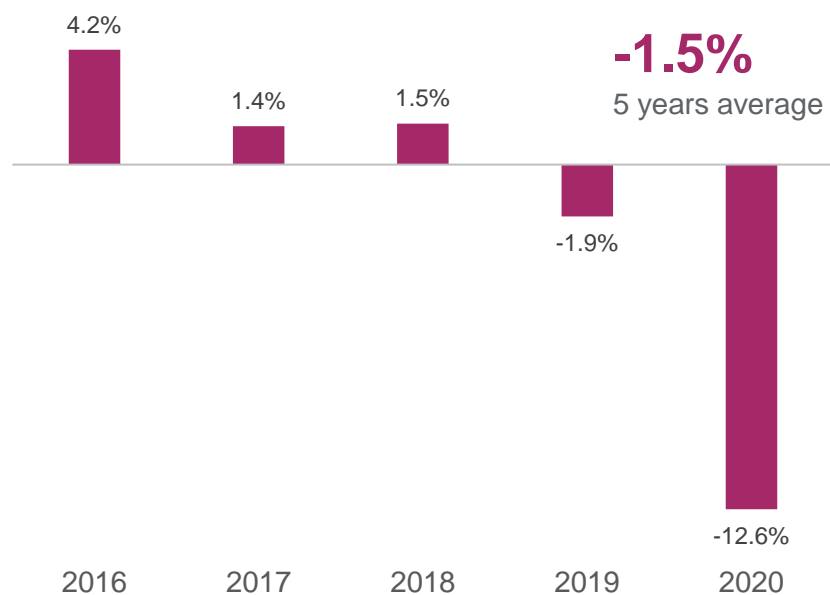
-  Stationery* (15 plants)
-  Lighters (6 plants)
-  Shavers (4 plants)

Updated on April 1, 2021
* Including BIC Graphic

HISTORIC PERFORMANCE

SLOWING GROWTH

Net Sales Organic Growth

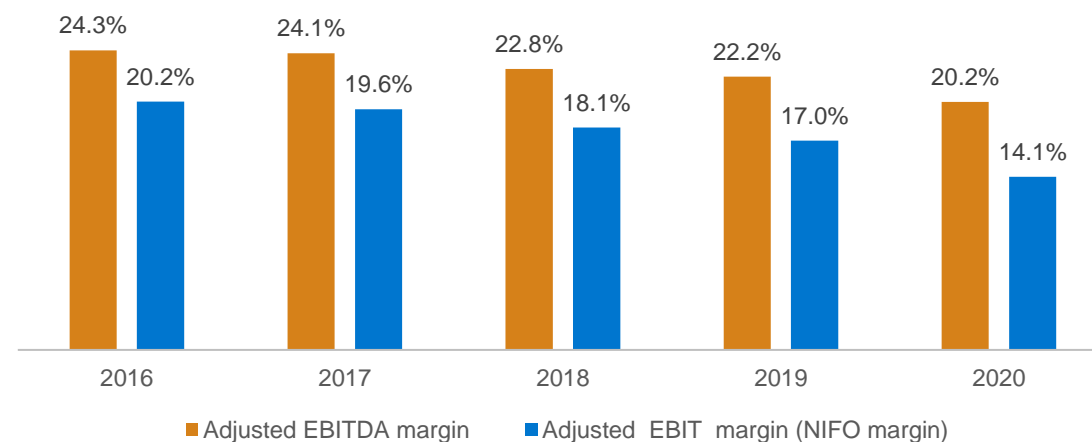


2015 et 2016: including BIC Graphic North America
 2017: before IFRS 15 adjustments
 2018: after IFRS 15 adjustments

RESILIENT PROFITABILITY

Adjusted EBITDA

Adjusted EBIT Margin (Normalized IFO margin)



22.7%

EBITDA – 5 years average

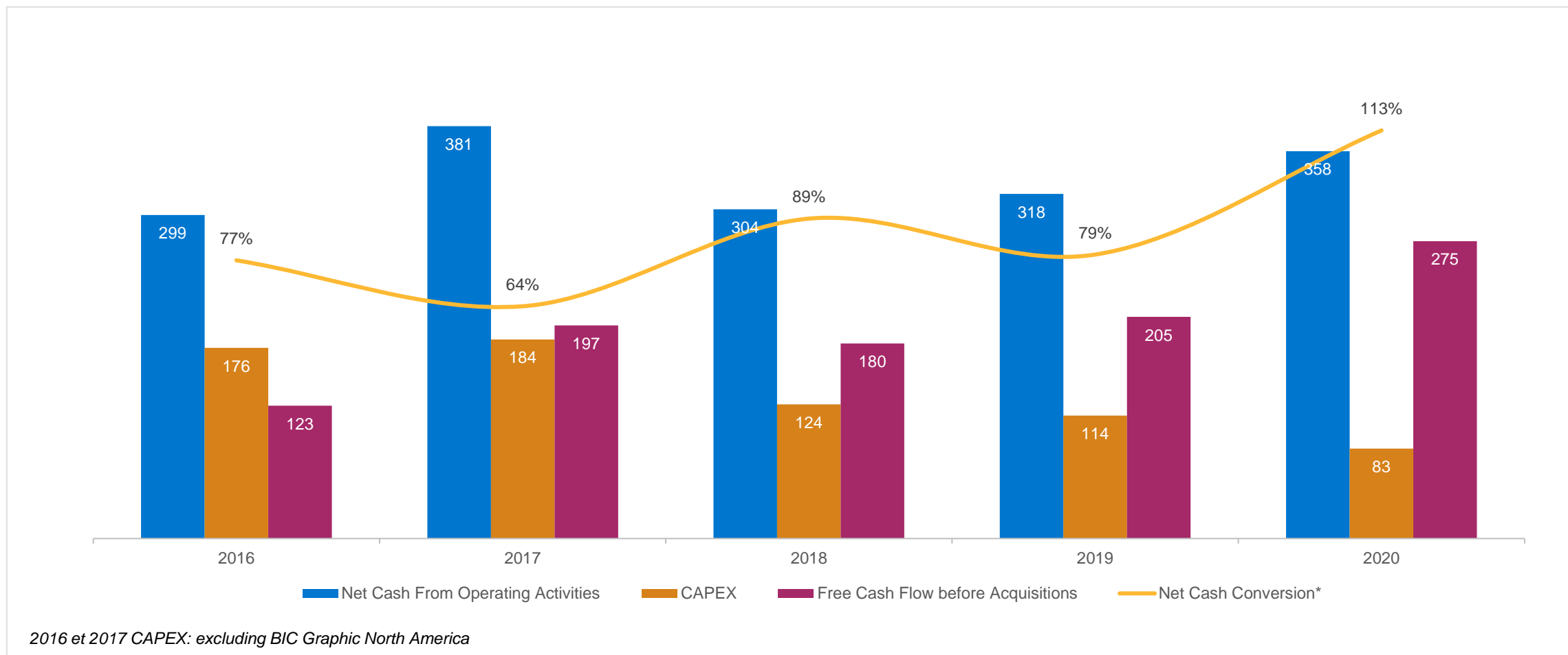
17.8%

EBIT - 5 years average

2016: excluding BIC Graphic North America
 2017 and 2018: after IFRS 15 adjustments



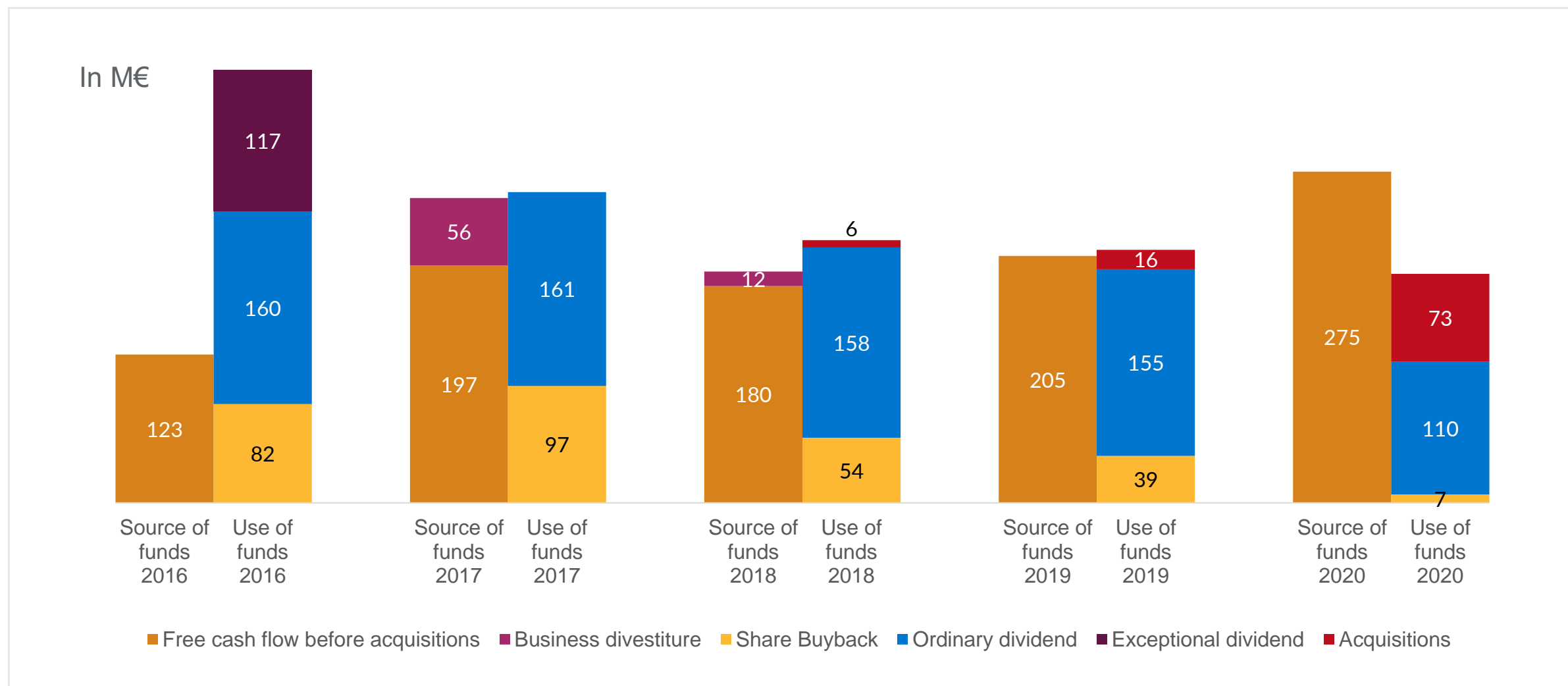
ROBUST CASH FLOW GENERATION



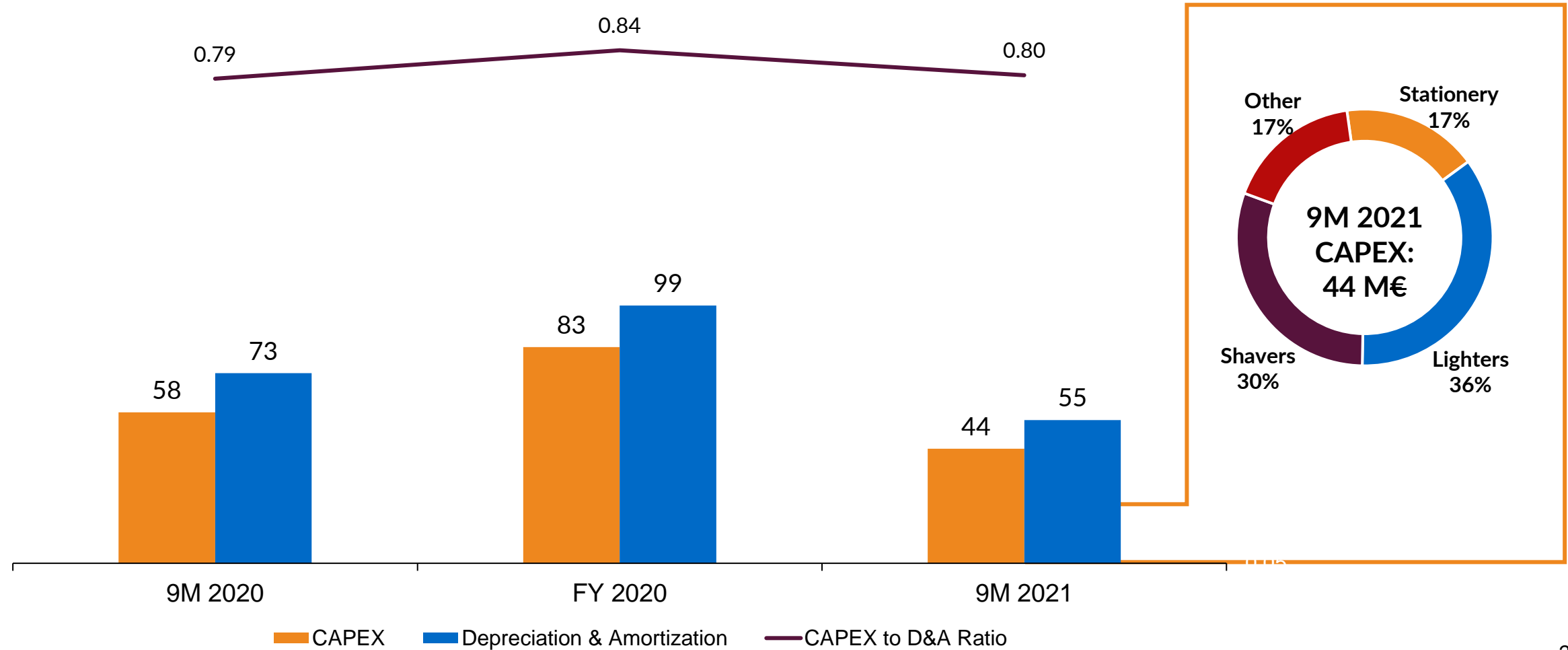
*: $(\text{EBITDA} - \text{CAPEX} - \text{Working Capital}) / \text{EBITDA}$



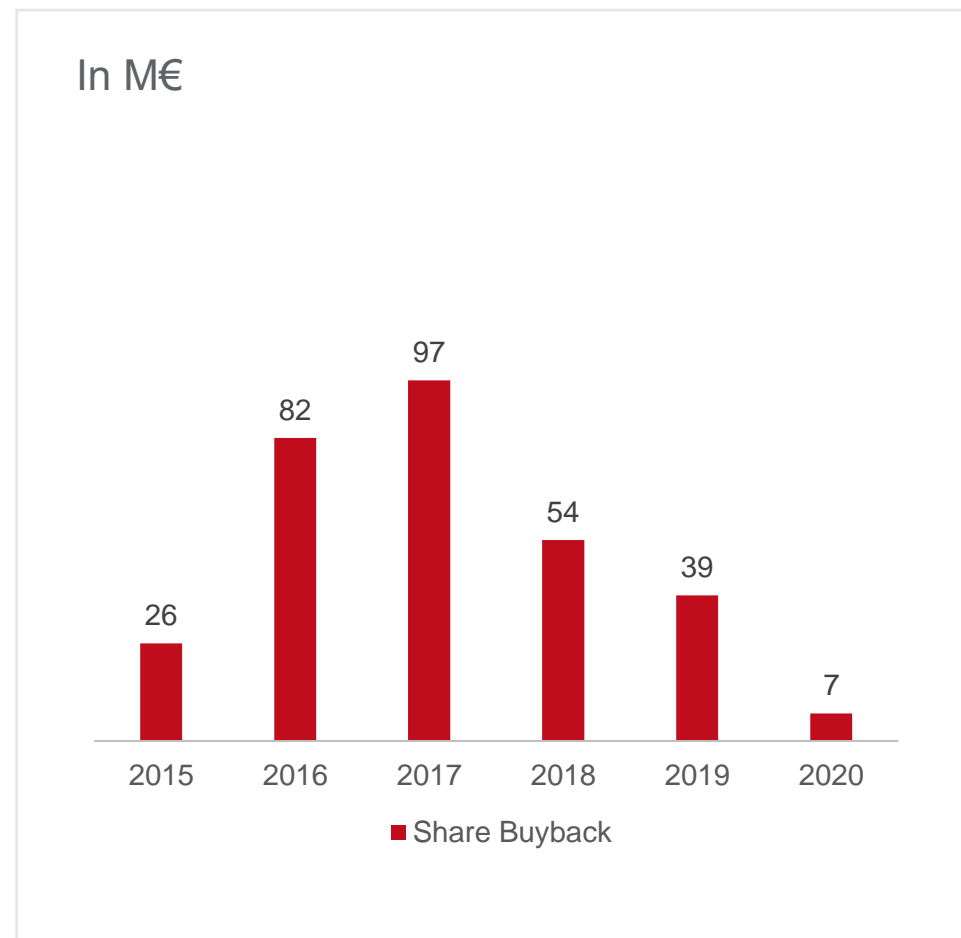
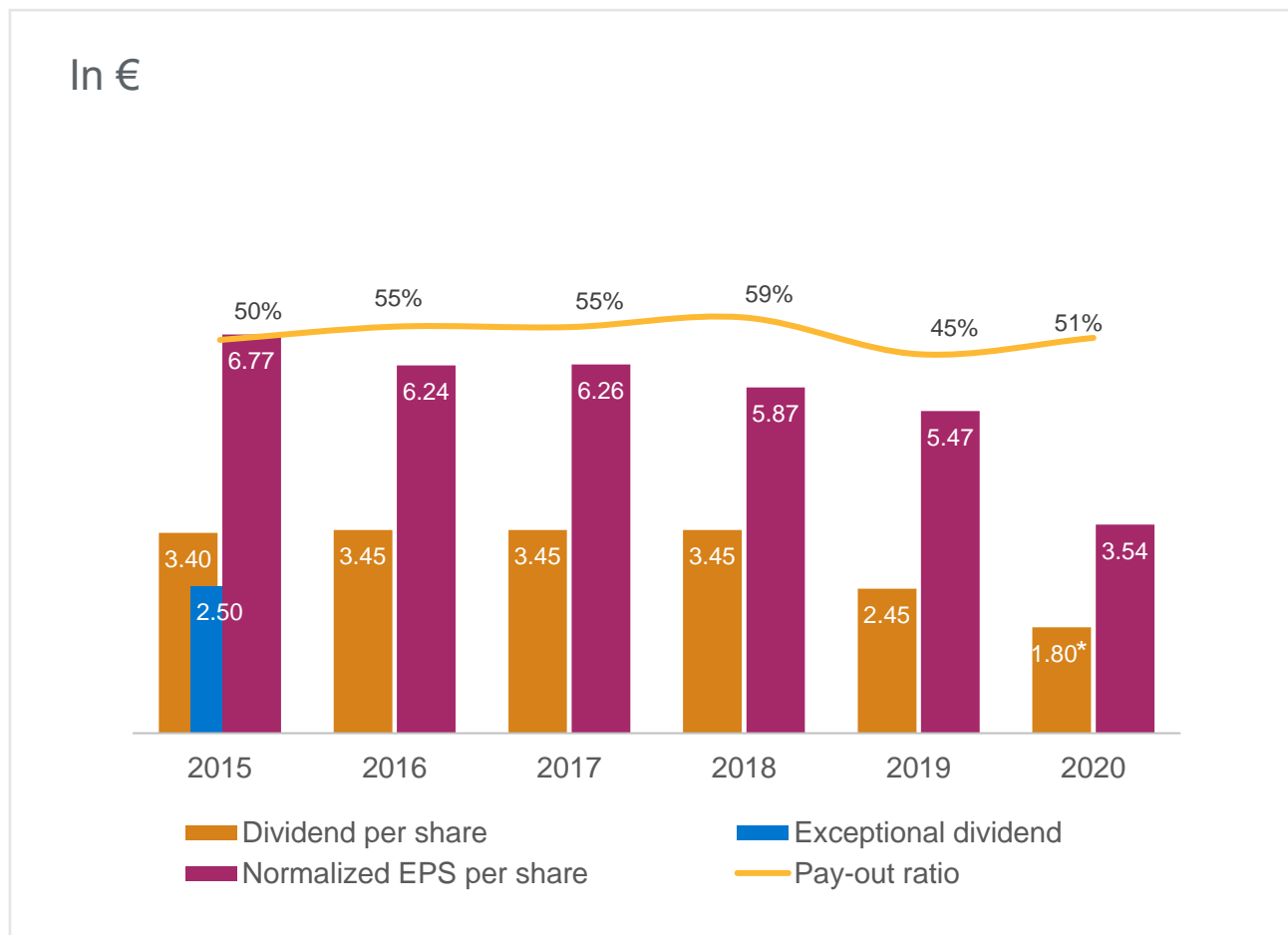
SOURCE AND USE OF FUNDING



CAPEX – DEPRECIATION & AMORTIZATION



SUSTAINED TOTAL SHAREHOLDER REMUNERATION



* To be approved at 2021 AGM

CAPITAL ALLOCATION POLICY



Fund Profitable Growth

Investments into Operations to sustain and enhance organic growth with approximately €100 million euros annual CAPEX investments

Targeted Acquisitions to strengthen existing activities and develop in adjacent categories, with an average of €100 million euros invested annually



Ensure Sustainable Shareholder Returns

Ordinary Dividend pay-out ratio in the range of 40% to 50% of Normalized EPS

Regular Share Buyback

BIC 2022-INVENT THE FUTURE PLAN

ORGANIZATIONAL PRIORITIES



GROUP INSIGHTS & INNOVATION

Reinvigorate our **Innovation eco-system** and **Brands**, placing the **consumer** at the center of our business



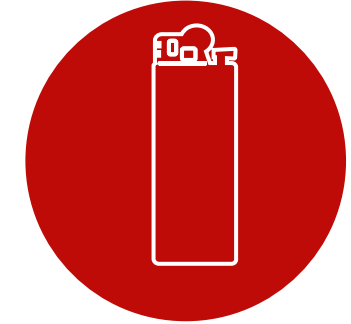
GROUP SUPPLY CHAIN

Enhance **efficiency** throughout **manufacturing operations and supply-chain**, while maintaining product **safety, quality and affordability**



COMMERICAL OPERATIONS

Driving an omnichannel **go-to-market** strategy, embedding **next-generation capabilities**



LIGHTERS

Securing Lighters' unique **manufacturing processes**, and R&D



BIC 2022- INVENT THE FUTURE ROADMAP

20
19



SET THE FOUNDATIONS

- Consumer-centric innovation
- Global end-to-end supply chain
- Omni-channel go-to-market strategy
- New organization
- Enhanced skills and capabilities

ROLL-OUT

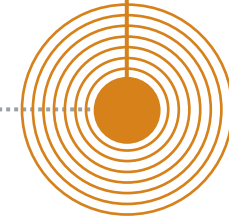
- Strengthen market positions
- Extend brand leadership
- Expand in e-commerce
- Speed-up product launches
- Reinforce and consolidate overall efficiency



20
20

20
21

20
22+



FULL IMPACT

- Operational effectiveness
- Engaged consumers
- Inclusive company
- Accelerated growth

HORIZON PLAN

REFRAMING OUR CATEGORIES FOR ACCELERATED GROWTH



Human Expression

Adopt a Consumer-lens to Stationery category expansion, adapt to shifting consumer habits and expand in faster-growing Creative Expression and Digital Writing Markets

Flame for Life

Sustain Profitability and grow the Lighter Business by leveraging all flame occasions and evolve to a value-driven model

Blade Excellence

Capitalize on our assets, advanced innovation and manufacturing capabilities to sustain growth momentum

HORIZON PLAN : FINANCIAL TARGETS



**Accelerated
and Sustainable
Growth**



Mid-Single Digit

Growth trajectory



**Robust Cash
Generation**



> 200 M€ Run Rate

Free Cash Flow

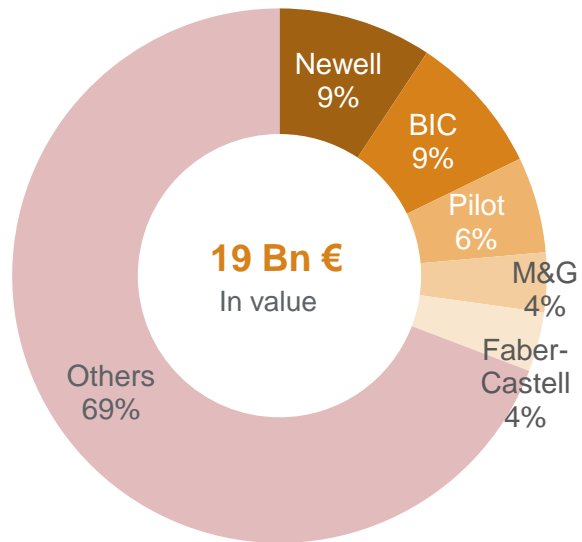
HUMAN EXPRESSION

FROM STATIONERY...

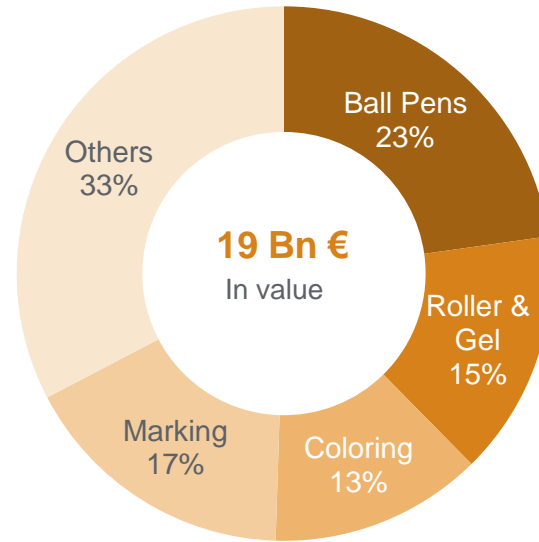
WRITING INSTRUMENTS

Fragmented Industry

2019 Market

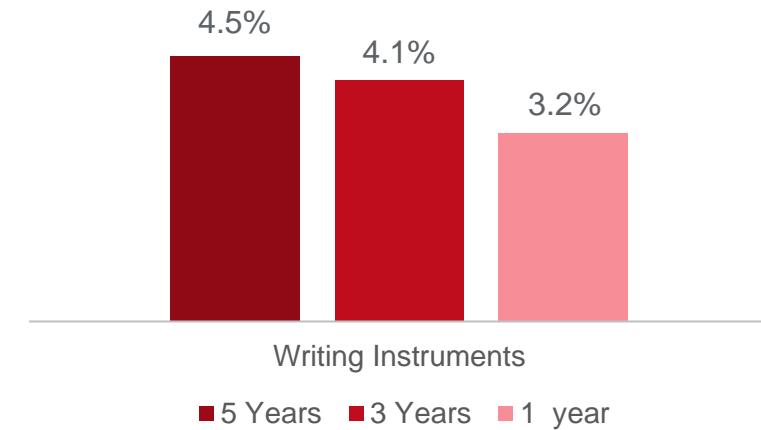


Complex Product Offering



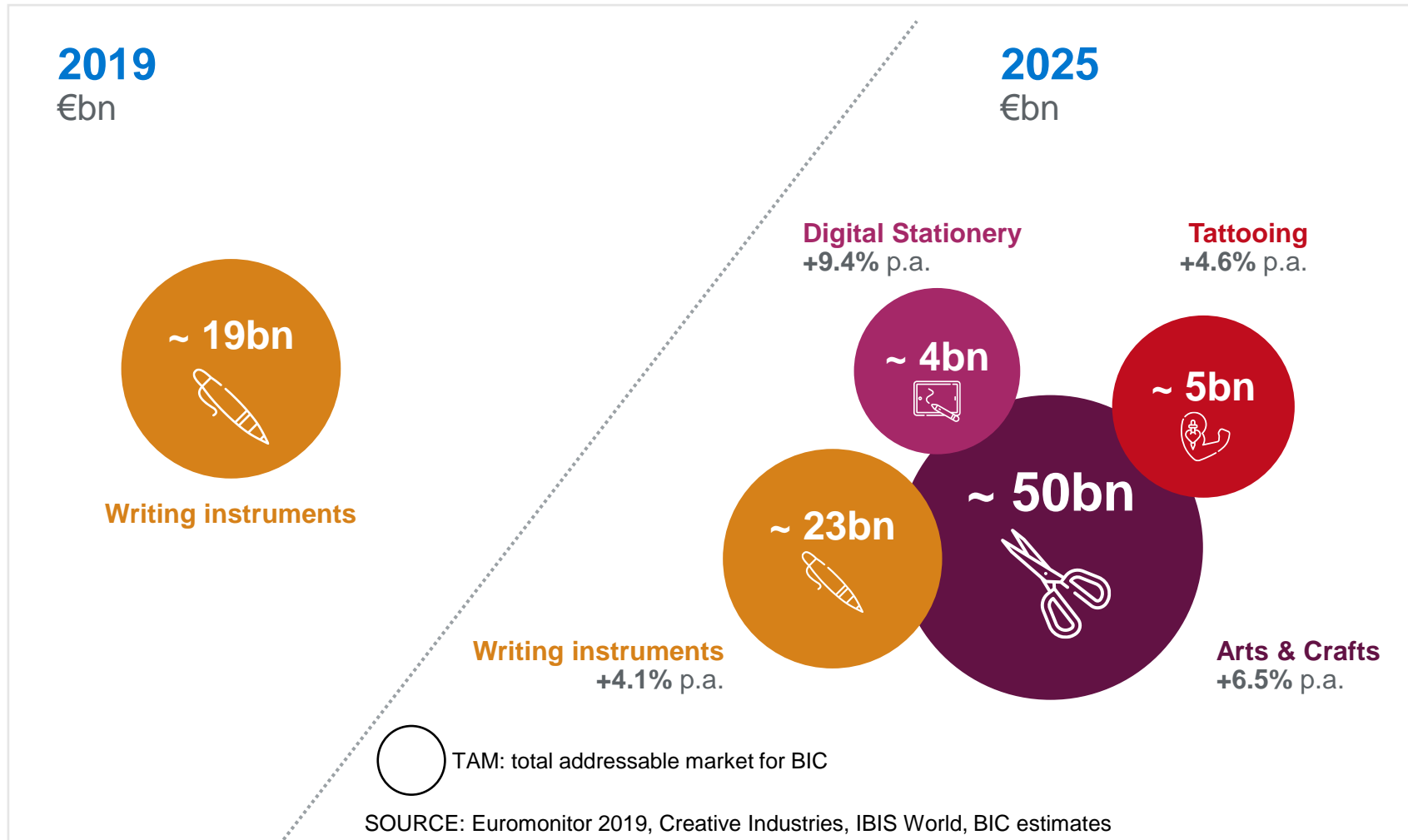
Slowing

Average Annual Growth* (CAGR)



*2019 data

TO PIVOTING TO HUMAN EXPRESSION



Net Sales Growth and Profitability
driven by

Development
in Creative Expression

Expansion
in the fast-growing Digital Writing market

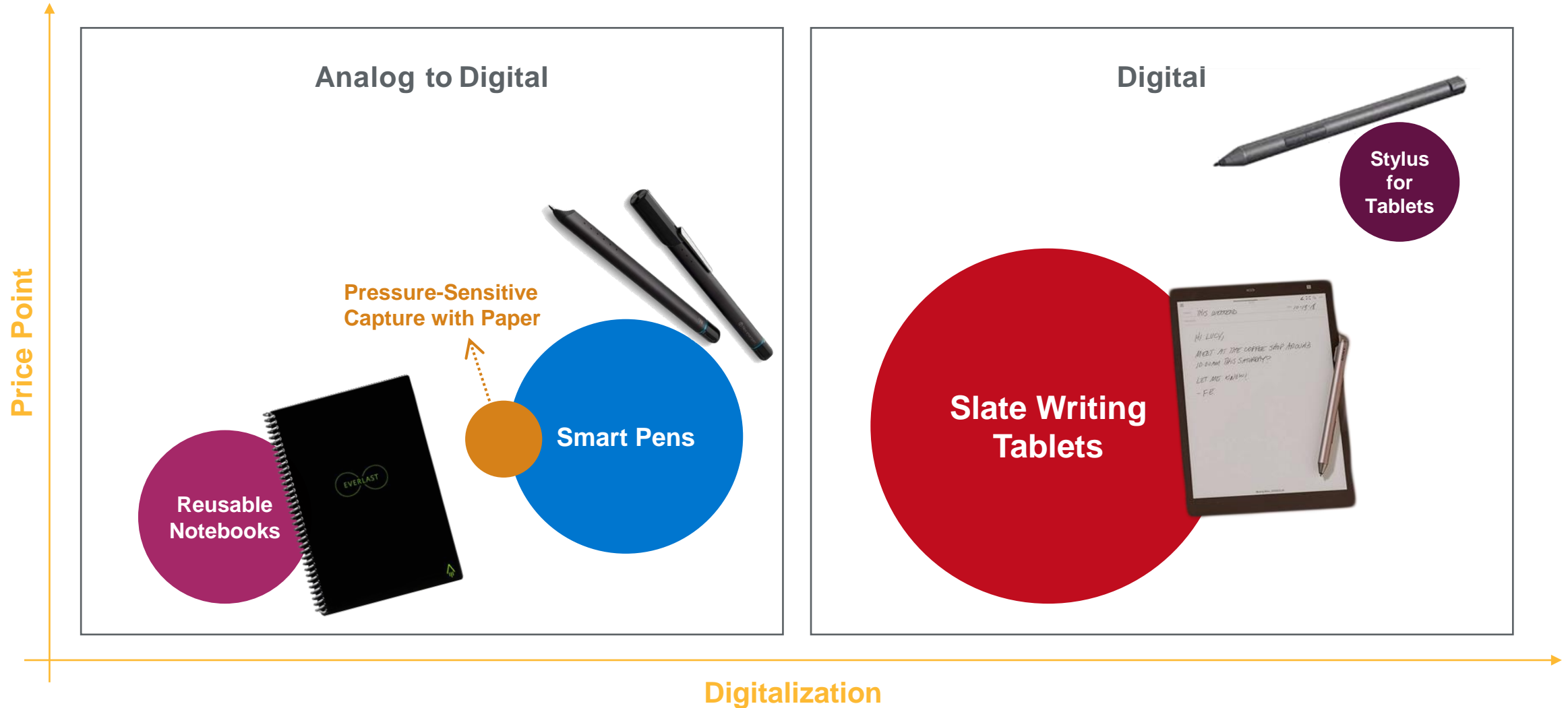
SKU and product
rationalization

Manufacturing
footprint optimization



DIGITAL WRITING

A 4 BILLION EURO MARKET BY 2025



THE PLEASURE AND FREEDOM OF HANDWRITING WITH THE POWER OF DIGITAL



ROCKET BOOK

- No Batteries
- No heavy tablet
- Reusable
- Affordable

This successful American company will be launched into Global recognition with BIC's Omnichannel capability, Mass consumer reach, Industrial Muscle

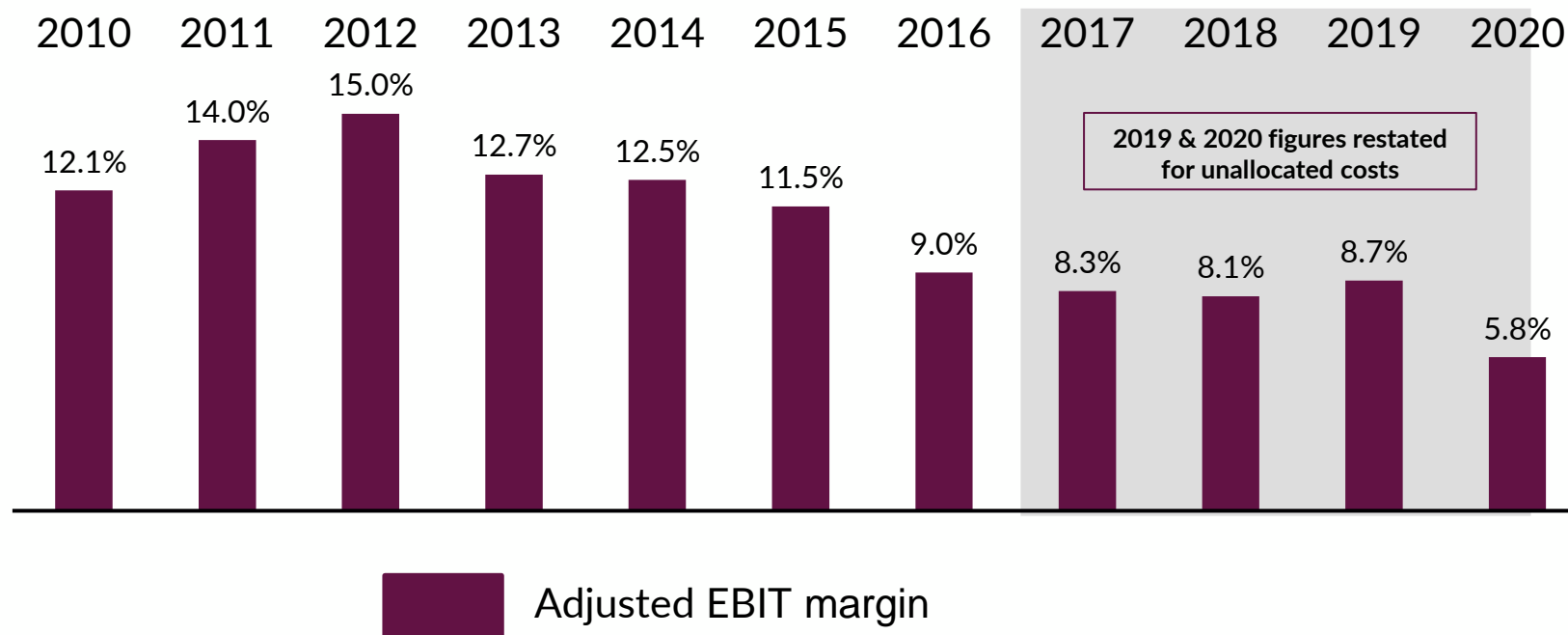


2016-2020 BIC STATIONERY KEY FIGURES

FY 2020 Net Sales	€575.6M	FY 2020 EBIT	€33.3M
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Net Sales change on a comparative basis					
Volume	+1.5%	+5.0%	+0.3%	-5.9%	-29.3%
Value	+5.2%	+3.4%	+1.7%	-3.4%	-23.2%

Average
-5.0%
-2.3%

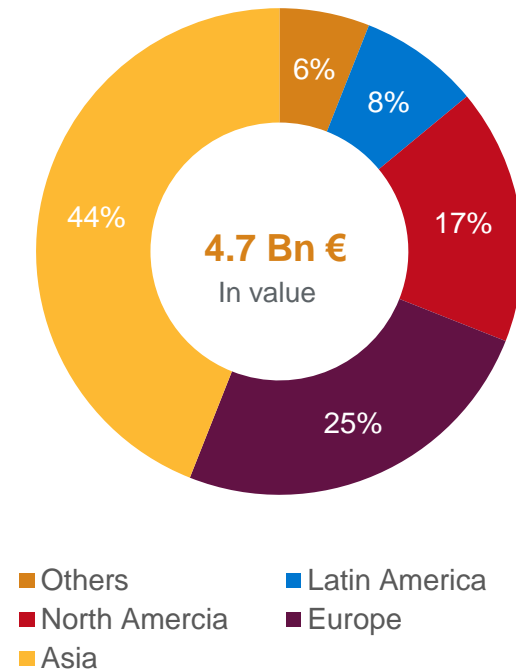


FLAME FOR LIFE

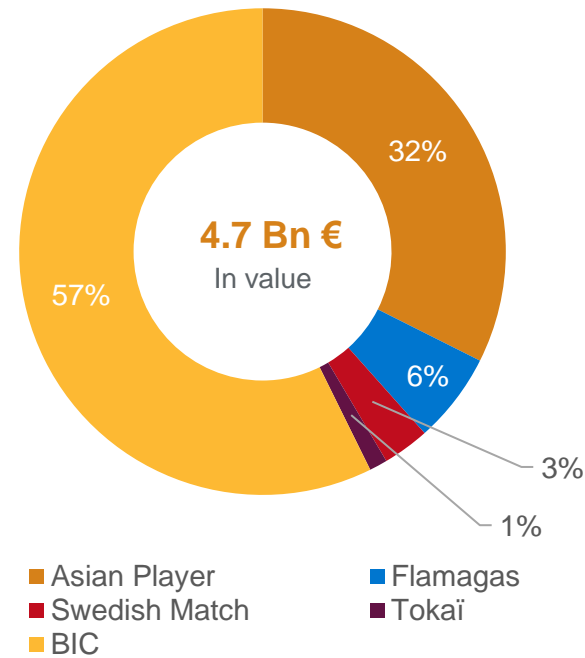
FROM LIGHTERS...

Concentrated Industry

2019 Market

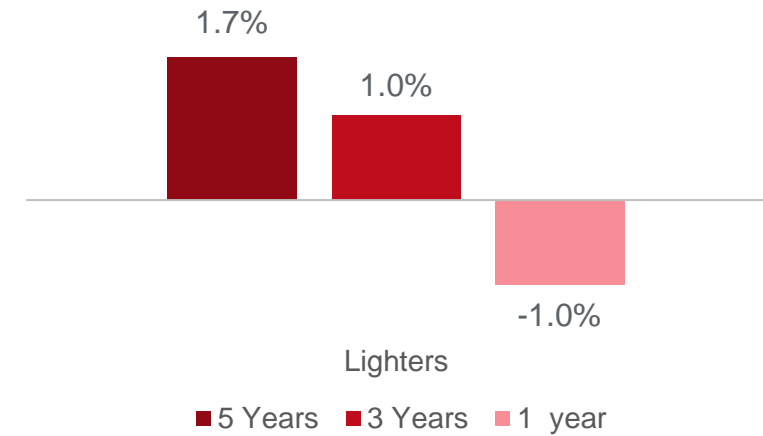


BIC market leader in value



Flat to declining

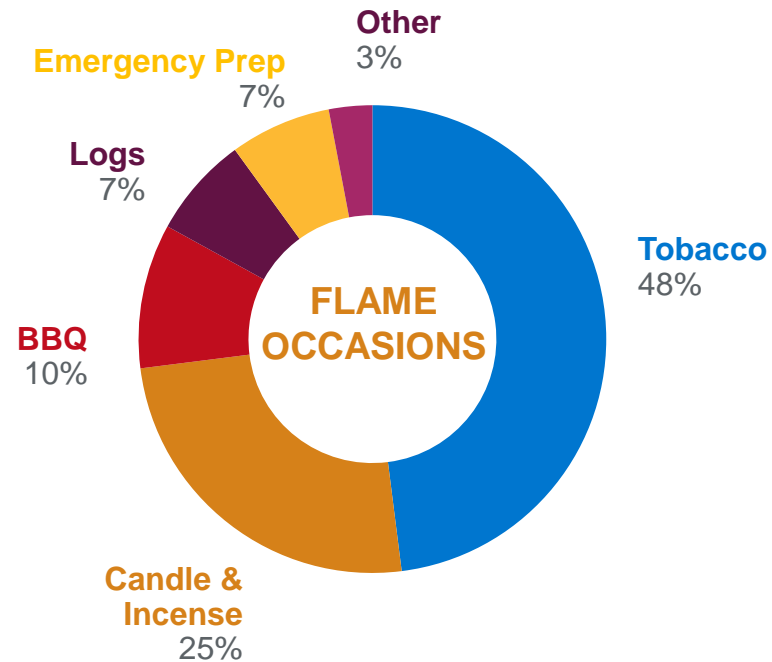
Average Annual Growth* (CAGR)



*2019 data

TO EXPANDING TO FLAME FOR LIFE

UNITED STATES



SOURCE: Hannover Research 2019

DJEEP
PARIS



Net Sales Growth and Profitability
driven by

Revenue Growth Management

Incremental usages
from consumer for all flame occasions

A value-driven Business Model

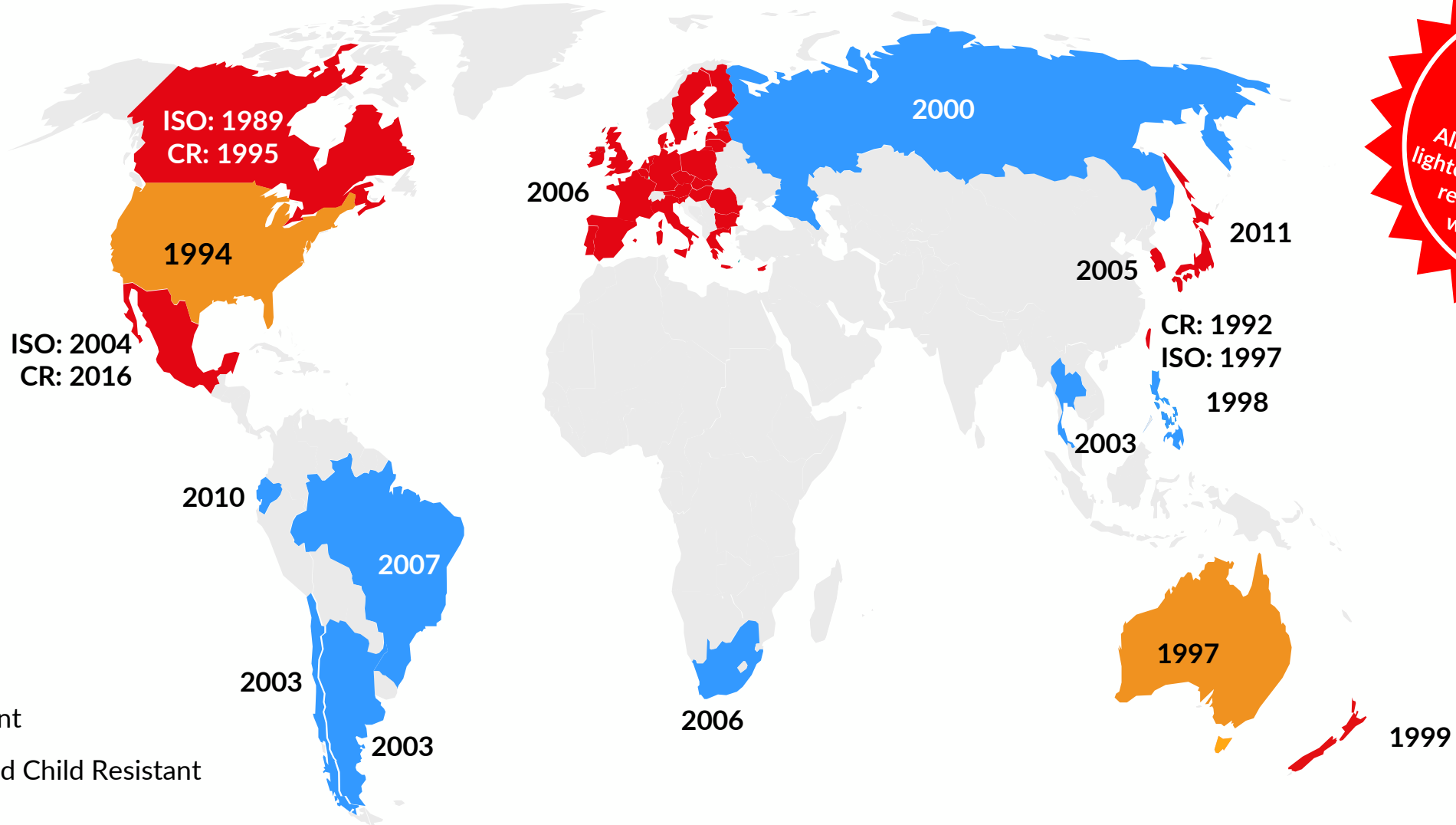
Trade-up

Personalization

Sustainability



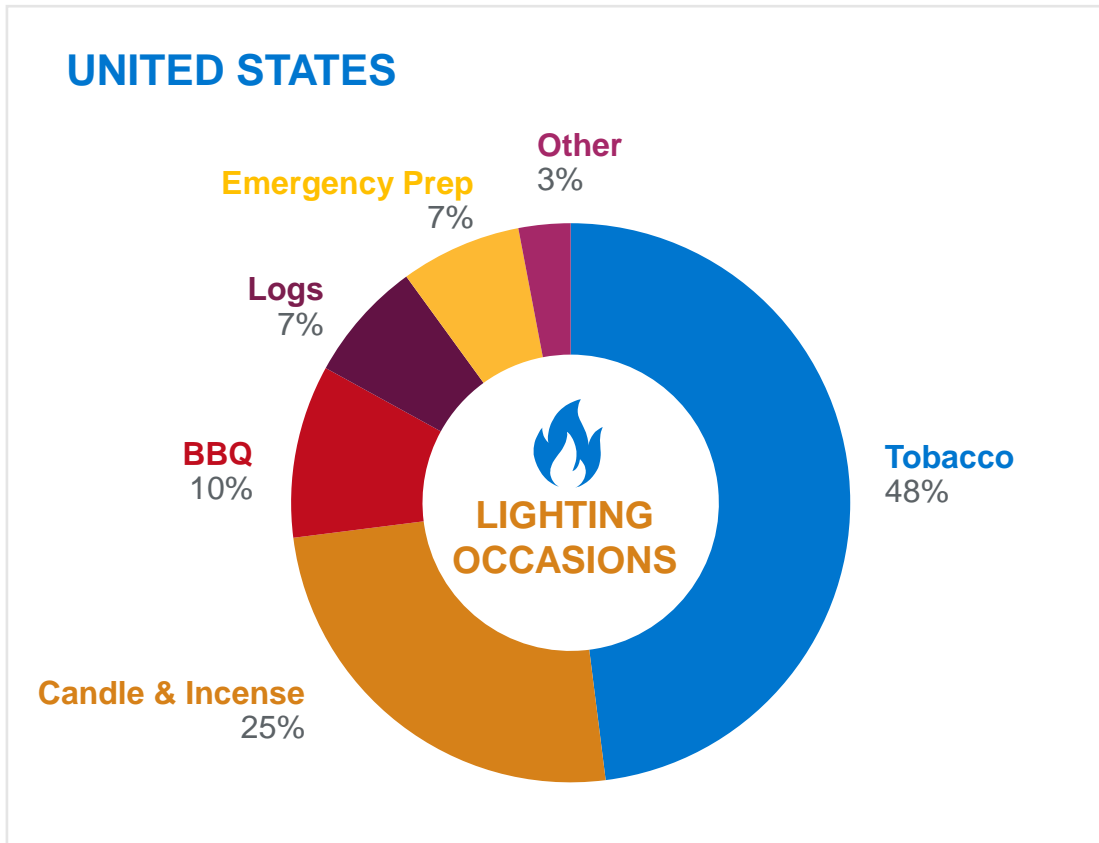
OVERVIEW OF MANDATORY SAFETY REGULATION AROUND THE WORLD



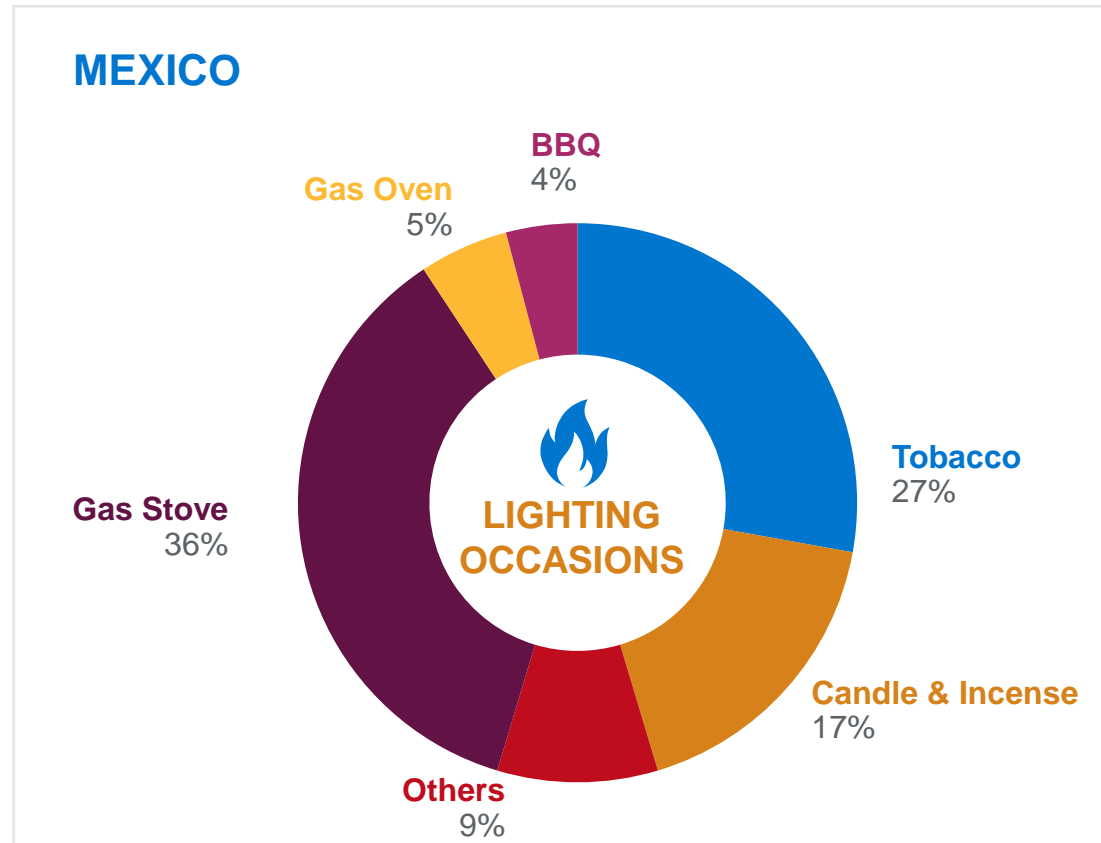
- ISO 9994
- Child resistant
- ISO 9994 and Child Resistant

All BIC® Lighters
 meet or exceed
 ISO 9994 safety
 specifications
 All BIC® child-resistant
 lighters comply with child-
 resistant standards
 where required

FOCUSING ON ALL CONSUMER LIGHTING OCCASIONS



SOURCE: Hannover Research 2019



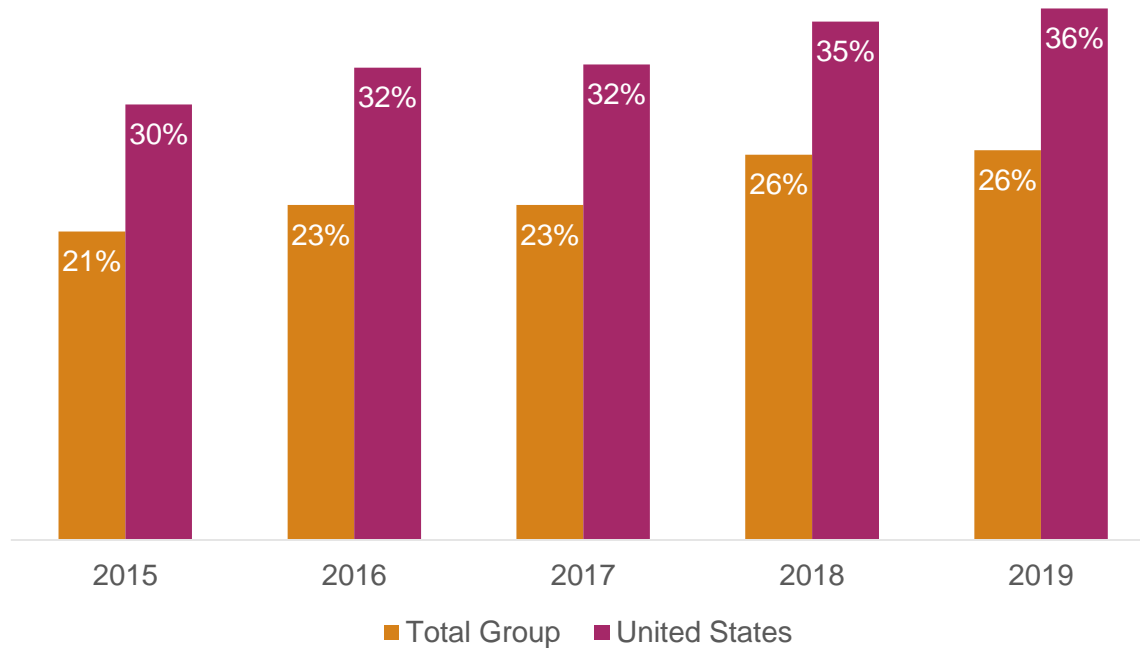
IPSOS – Mexico – Flame Usage – 2018 - Question: What have you lit?



TRANSFORMING TO A VALUE-DRIVEN MODEL

TRADING UP

Decorated Lighters as % of total Lighter Net Sales



TRANSFORMING TO A VALUE-DRIVEN MODEL

PERSONALIZING OUR OFFER



Sustain growth

by broadening BIC's product portfolio



Offer real value

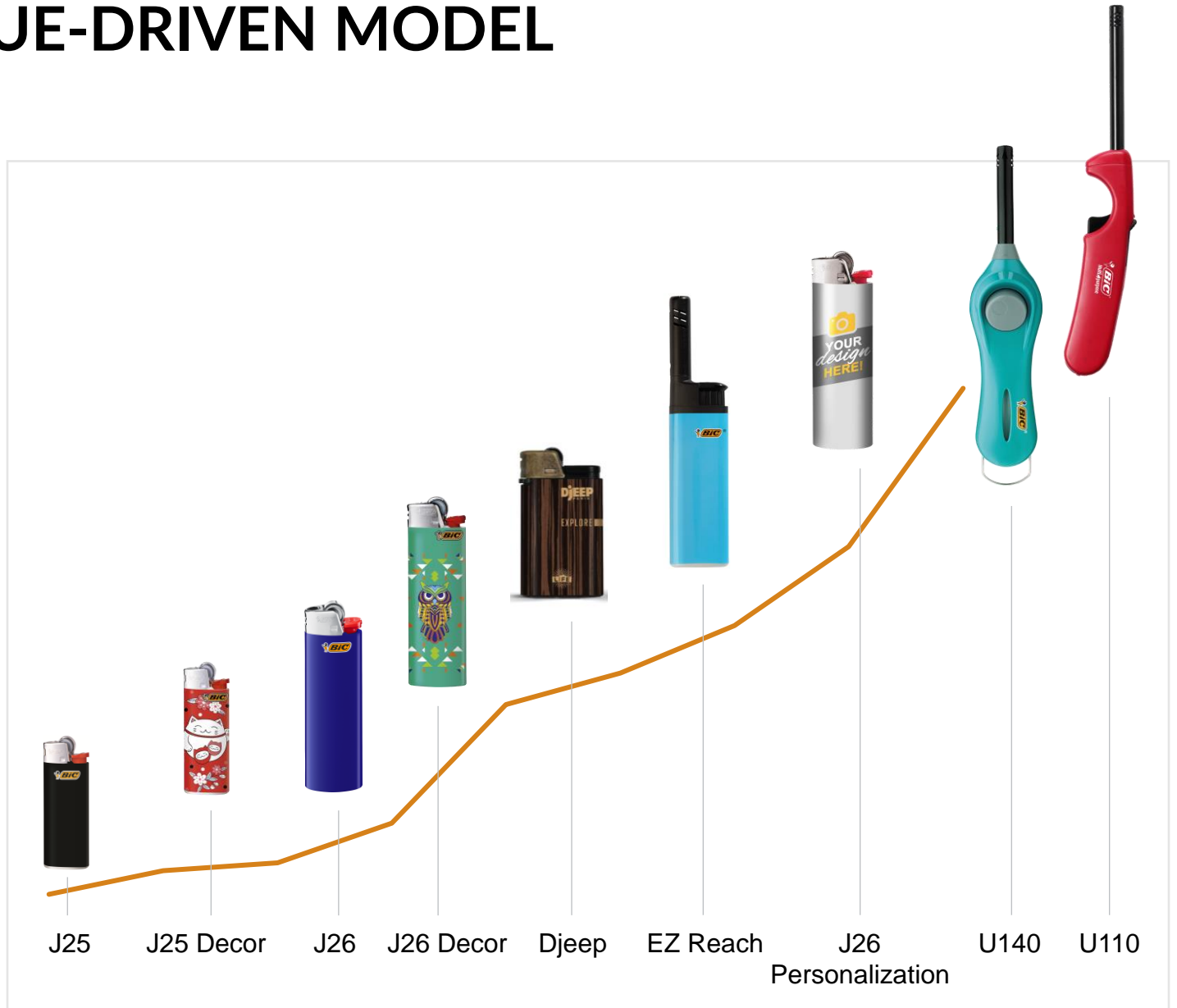
to consumers at a premium price



Generate operational and commercial synergies



DJEEP
PARIS



BIC LIGHTER LIFE CYCLE

Usage & End-of-life

- Collection
- Recycling

Packaging

- Less packaging
- Environmentally friendly packaging
- Alternative to plastic packaging



Raw Materials & Eco-design

- Sustainable sourcing
- Alternative materials
- Exploring new design

Production & Logistics

- Plant performance
- Waste management
- Improved logistics

BUILDING COMPETITIVE ADVANTAGE THROUGH SUSTAINABILITY

BIC Maxi Standard

Pusher

Red Pusher in Nylon

Fork & Cheeks

Female Cheek in recycled Zamak

Spark wheel

100% recycled scrap metal

Flint

Flint from China

Body & Base

POM (Delrin)
Assorted Colors & BIC logo (Colorants)

Sleeve

PVC

Others

PVC free
100% Green Electricity
90% of industrial waste recovery



BIC Maxi Ecolutions

Pusher

Recycled POM

Fork & Cheeks

100% recycled Zamak

Spark wheel

100% recycled scrap metal

Flint

New Supplier with SD Priorities

Body & Base

Biosourced POM (Delrin)
No colorant

Sleeve

PET

Others

PVC free
100% Green Electricity
90% of industrial waste recovery
Recyclable with Collection Program

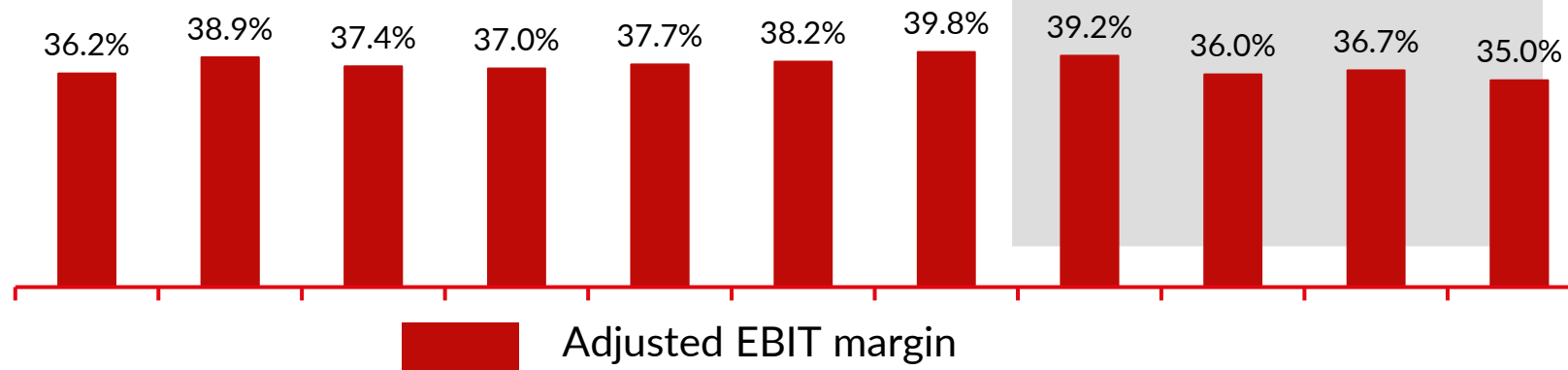
2016-2020 BIC LIGHTER KEY FIGURES

FY 2020 Net Sales	€618.1M	FY 2020 EBIT	€216.1M
----------------------	---------	-----------------	---------

Net sales on a comparative basis					
Volume	+2.3%	+2.0%	+1.6%	-4.9%	-9.8%
Value	+5.6%	+2.2%	+2.4%	-3.7%	-4.7%

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

2019 & 2020 figures restated for unallocated costs



Average
-1.0%
+0.4%

37.3%



BLADE EXCELLENCE

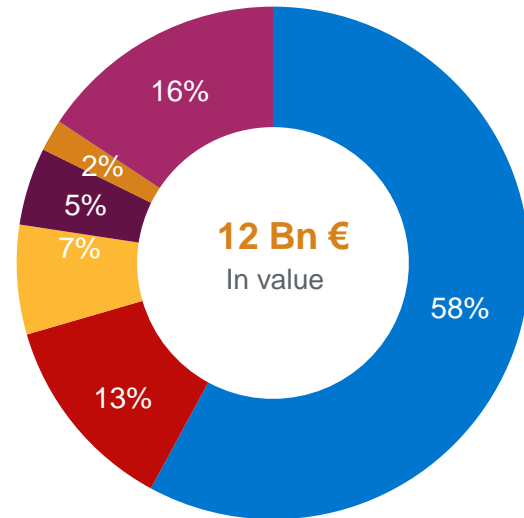
FROM SHAVERS...

Driven by the Refillable segment

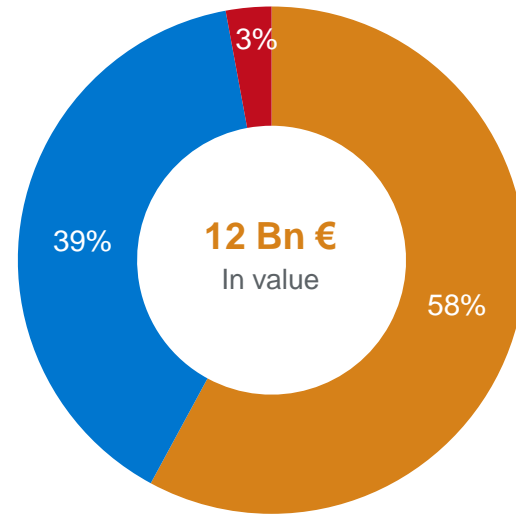
Concentrated Competitive Set

Flat to slightly increasing

2019 Market

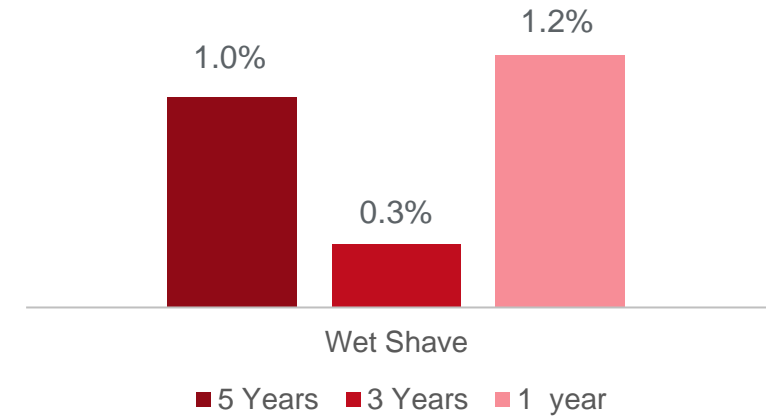


- Procter & Gamble
- BIC
- Unilever
- Edgewell
- Private Label
- Others



- Refillable
- One-Piece
- Double-Edge

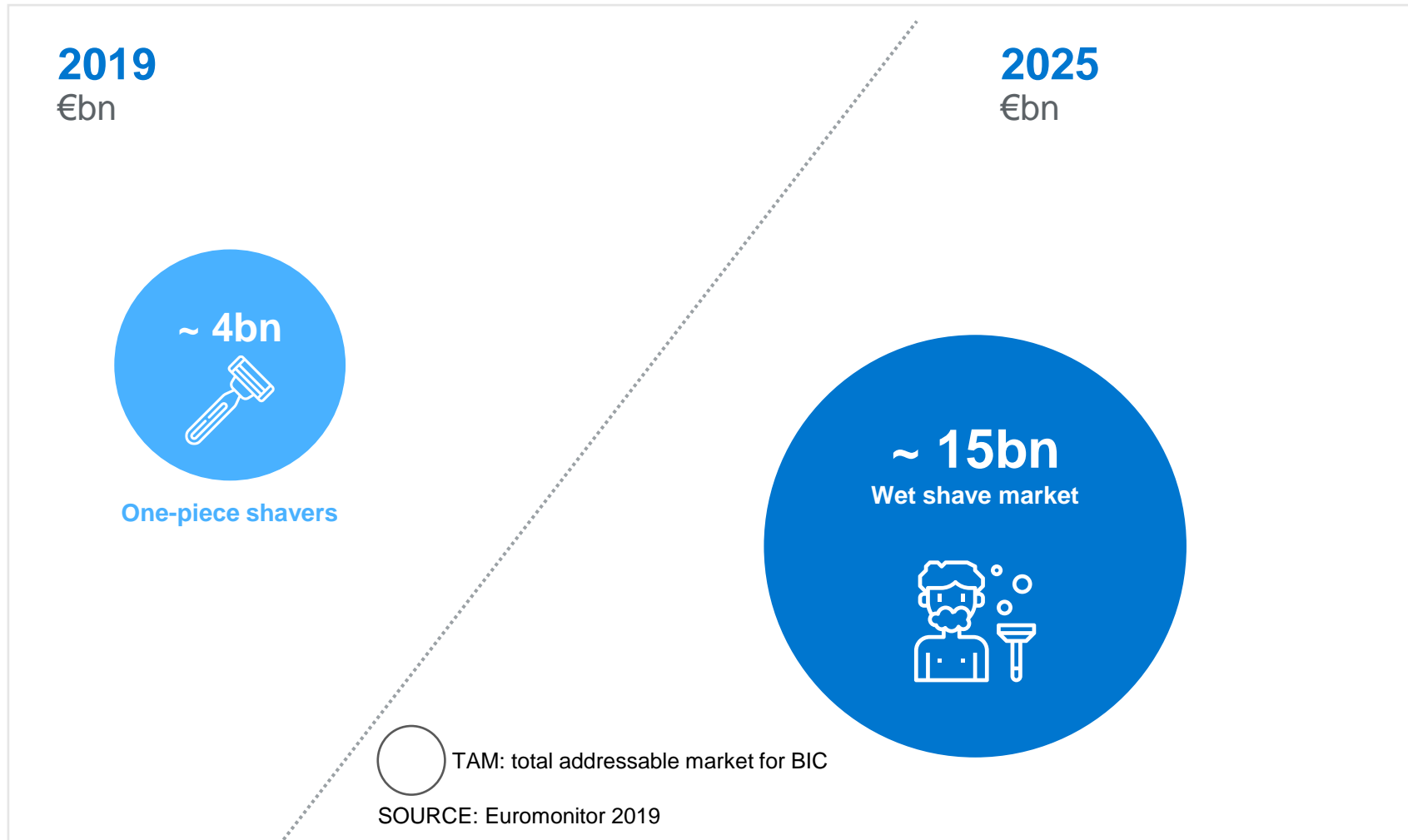
Average Annual Growth* (CAGR)



*2019 data



TO LEVERAGING BLADE EXCELLENCE



Net Sales Growth and Profitability
driven by

Innovation
in the core one-piece segment

Focus
on key markets

Best utilize our assets
as a high-precision manufacturer for other brands

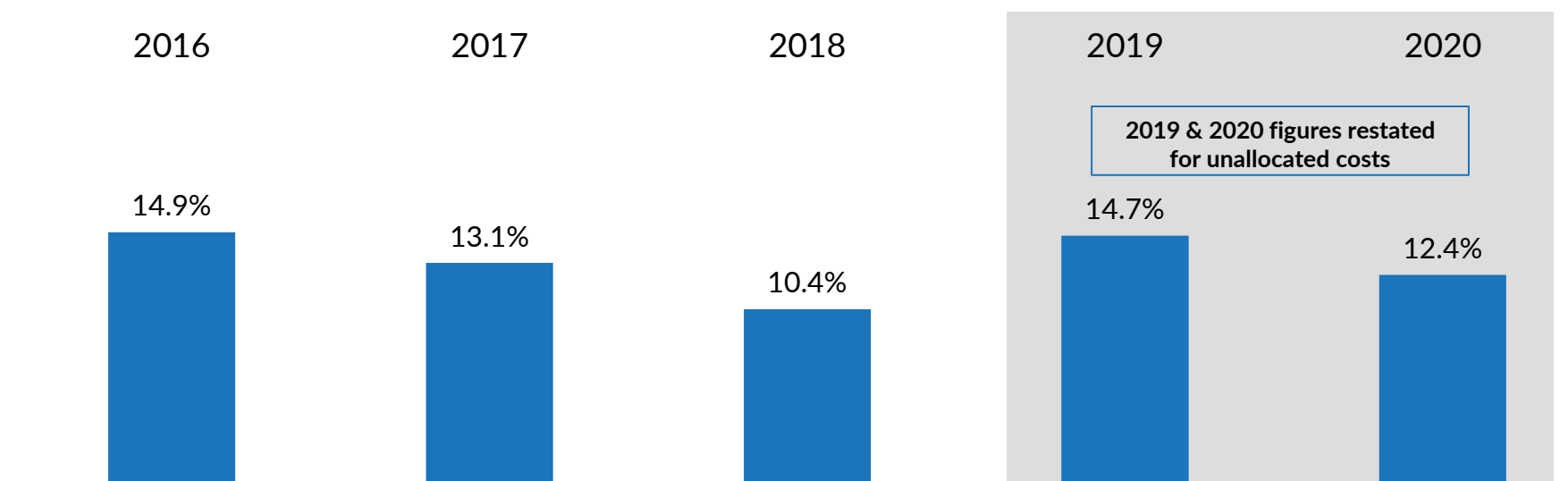


2016-2020 BIC SHAVER KEY FIGURES

FY 2020 Net Sales	€404.2M	FY 2020 EBIT	€50.1M
----------------------	---------	-----------------	--------

Net sales change on a comparative basis					
Volume	+0.6%	+3.0%	-3.4%	0.1%	-12.7%
Value	+7.0%	-2.2%	+1.7%	+3.2%	-6.8%

Average
-2.5%
+0.6%

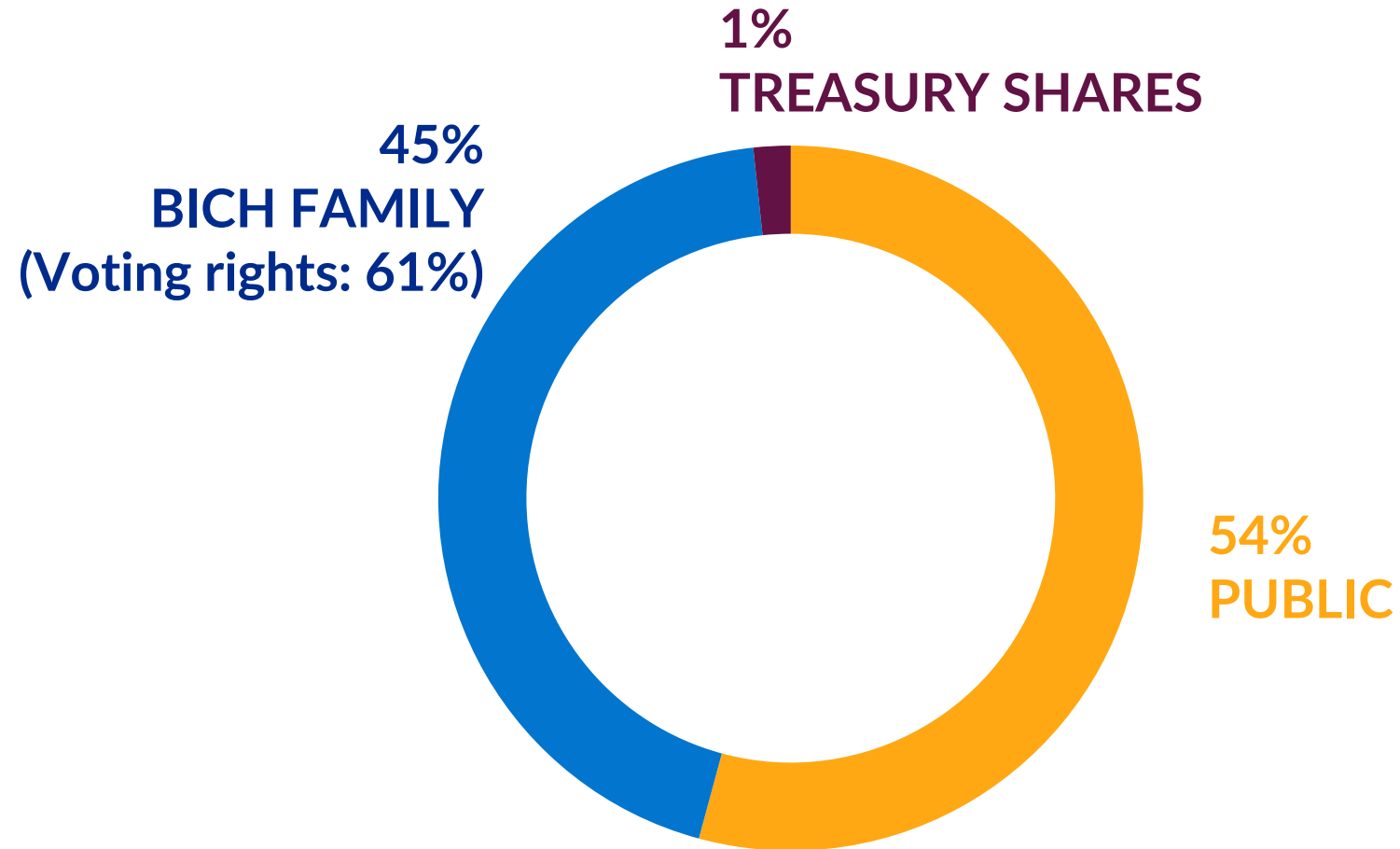


13.1%

GOVERNANCE

SHAREHOLDING STRUCTURE

As of December 31, 2020, the total number of issued shares of SOCIÉTÉ BIC was 45,395,857 shares, representing: 66,809,211 voting rights.



BOARD OF DIRECTORS ORGANIZATION – as of November 2021



John Glen
Interim Non-Executive Chairman
🇬🇧



Gonzalve Bich
Director and Chief Executive Officer
🇫🇷🇺🇸



Elizabeth Bastoni
Interim Independent Lead-Director,
🇺🇸



Vincent Bedhome
Director representing
the employees
🇫🇷



Timothée Bich
Director
🇫🇷



Candace Matthews
Director
🇺🇸



Marie-Aimée Bich-Dufour
Director
🇫🇷



Maëlys Castella
Director
🇫🇷



Marie-Pauline Chandon-Moët
Director
🇫🇷



Jake Schwartz
Director
🇺🇸



Société MBD
represented by Edouard Bich
🇫🇷

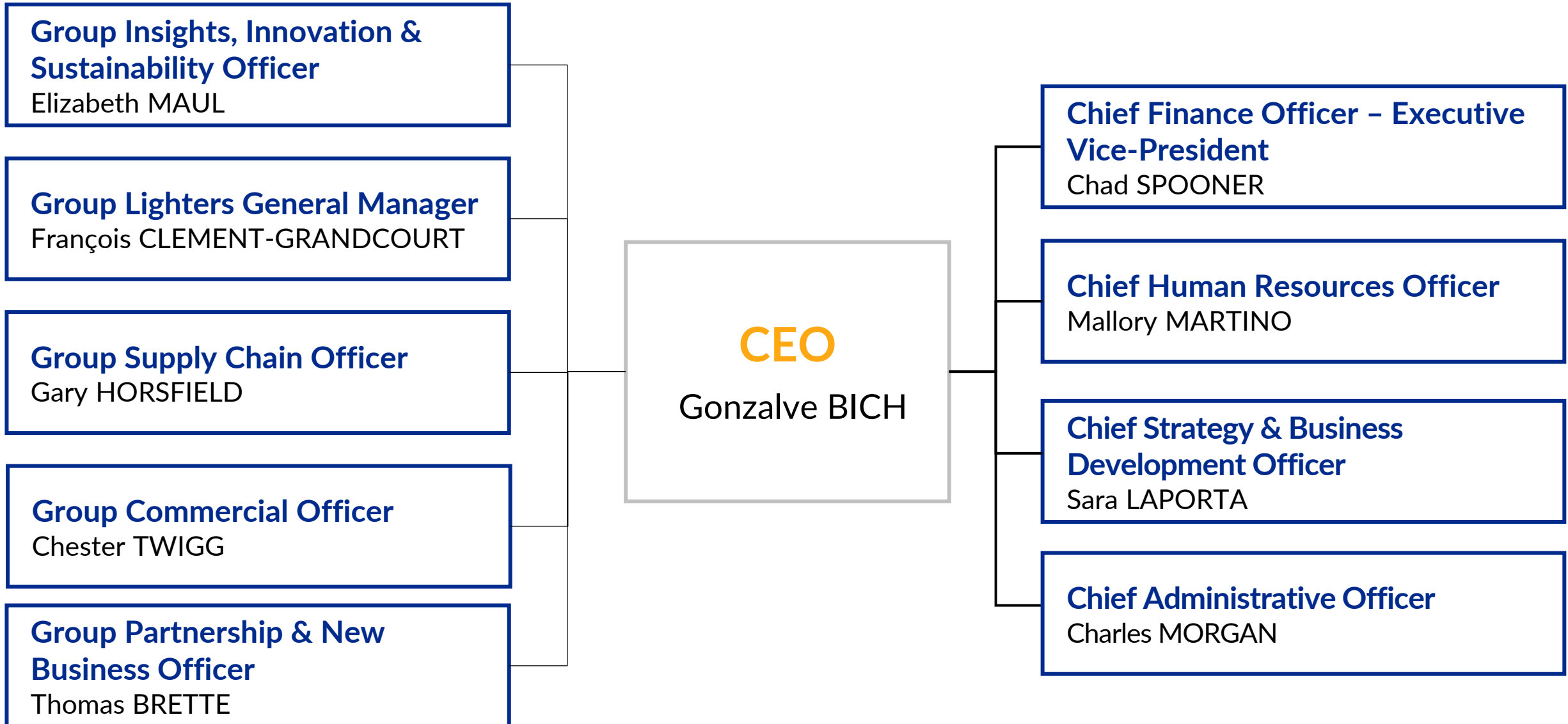


Inna Kostuk
Director representing the employees
🇫🇷

● Independent (45%) (In accordance with the APEP-MEDEF code, Directors who represent employees were not considered when assessing the ratio of independents and women.



AN AGILE AND FOCUSED EXECUTIVE COMMITTEE



SUSTAINABLE DEVELOPMENT

REDUCING THE IMPACT OF OUR PRODUCTS

ecolutions™



3KM
Up to 3 kilometers
of writing for
a BIC Cristal™

BIC® Écolutions®,
a complete line
of writing products
made from recycled
materials

3,000
flames for a BIC®
Maxi lighter



T60
days of shaving with
the BIC® Easy / BIC®
Hybrid and its six
refill blades



19
flagship products in the
BIC® range have earned the
NF Environnement ecolabel



TRANSFORMING THE WAY WE USE PLASTICS

TWO AMBITIOUS TARGETS



Packaging

By 2025



100%

Reusable, recyclable or compostable

100%

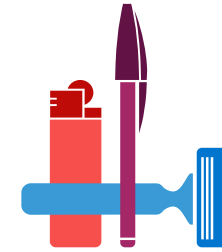
Recycled or certified
cardboard

100%

PVC Free
plastics

75%

Recycled content in
plastic packaging



Products

By 2030



50%

non virgin
petroleum plastics

By 2025



20%

as intermediate
step

A CLEAR ROADMAP

BIC'S 4R PHILOSOPHY

Writing
the Future,
Together

#1 Fostering sustainable innovation in BIC® products



Reduce

Reduce our raw material consumption

BIC® Cristal®
Medium

5.8 g



Recycled / Alternative Materials

Replace virgin plastic by using recycled or alternative materials



BIC Ecolutions Range



BIC MAXI SD



Refillable

Reduce the overall plastic consumption by proposing refills



BIC Flex 5
Hybrid



Recyclability / End of life

Support the availability of recycled plastics by ensuring our products & packaging are recyclable



2025 COMMITMENTS TO SUSTAINABLE DEVELOPMENT



Our vision is expressed through the signature “Writing the Future, Together”, encompassing five ambitious commitments in line with the Group’s strategy.



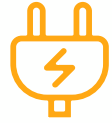
2020 KEY NON-FINANCIAL FIGURES (1/2)

Acting against Climate Change	FY 2019	FY 2020	Change
GHG Emissions (Scope 1 & 2 –tCO ₂ eq)			
• Location-based	97,711	78,046	-20%
• Market-based	45,827	33,185	-28%
% of Renewable Electricity (Writing the Future, Together Commitment: 80% by 2025)	76%	80%	

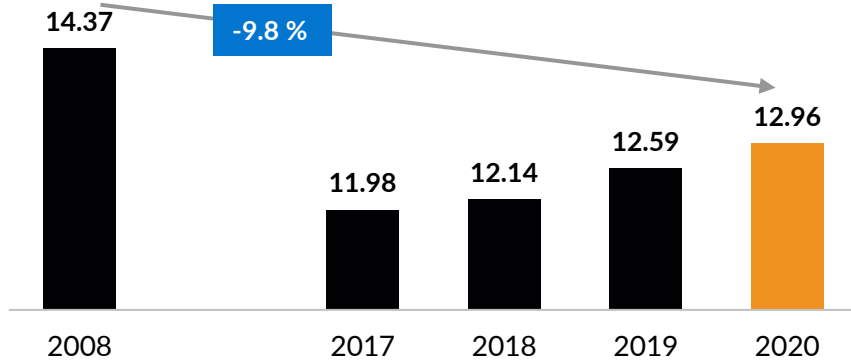
Safe Work Environment	FY 2019	FY 2020	Change
Work accidents (Writing the Future, Together Commitment: 0 accident by 2025)	74 reportable accidents ¹ 55 sites reached a zero-accident level	50 reportable accidents ¹ 62 sites reached a zero-accident level	-32% in reportable accidents

Improving lives through Education	FY 2019	FY 2020
Improved Children Learning Conditions (Writing the Future, Together Commitment: 250 million children between 2018 and 2025, globally)	61 million (cumulative)	118 million (cumulative)

2020 KEY NON-FINANCIAL DATA (2/2)



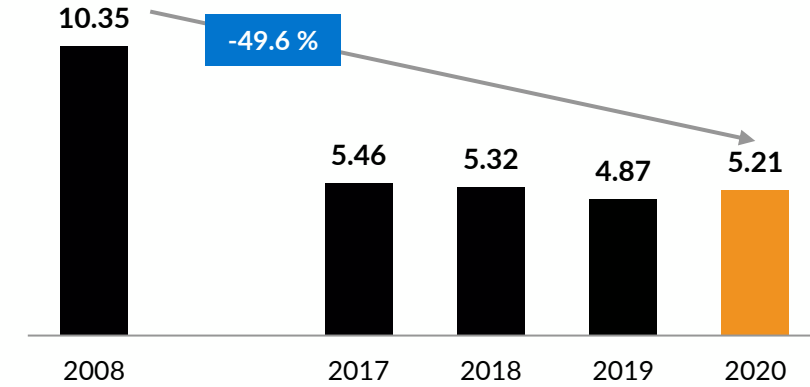
ENERGY CONSUMPTION



As reported for Production - Gigajoules/tons



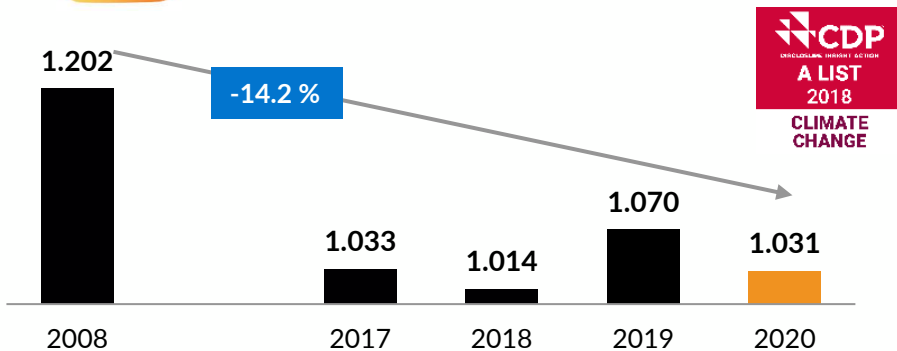
WATER CONSUMPTION



As reported for Production - Gigajoules/tons M³/tons



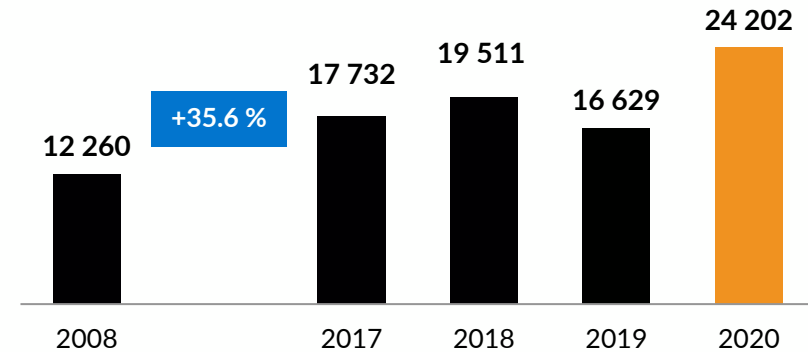
GREENHOUSE GAS EMISSIONS



Scopes 1 and 2 - Compared to Production - teqCo²/tons



NUMBER OF TRAINING DAYS



APPENDIX

Q3 2021 NET SALES

MAIN EXCHANGE RATE EVOLUTION VS. EURO

	% of sales	Average rates		% of change
		Q3 2020	Q3 2021	
US Dollar	39%	1.17	1.18	-1.3%
Brazilian Real	7%	6.26	6.17	1.4%
Mexican Peso	5%	25.78	23.60	9.2%
Argentina Peso	1%	85.03	115.0	-26.1%
Canadian dollar	3%	1.56	1.49	4.7%
Australian dollar	2%	1.63	1.60	1.9%
South African Zar	1%	19.71	17.23	14.4%
Indian Rupee	2%	86.77	87.29	-0.6%
Non-Euro European countries	10%			
	Sweden	10.36	10.19	1,7%
	Russia	85.67	86.55	-1,0%
	Poland	4.44	4.57	-2,8%
	British Pound	0.91	0.86	-1,0%



GROUP QUARTERLY FIGURES

	Restated for Unallocated Group Costs												
<i>In million euros</i>	Q1 19	Q2 19	Q3 19	Q4 19	FY 19	Q1 20	Q2 20	Q3 20	Q4 20	FY 20	Q1 21	Q2 21	Q3 21
Net Sales	415.4	544.8	488.0	501.2	1 949.4	357.0	418.9	441.9	410.1	1 627.9	411.0	505.7	478.4
YoY actual changes	0.0%	+0.2%	+1.8%	-1.9%	0.0%	-14.1%	-23.1%	-9.4%	-18.2%	-16.5%	+15.1%	+20.7%	+8.2%
YoY changes on a constant currency basis*	-1.1%	-1.5%	-0.5%	-2.3%	-1.4%	-12.9%	-21.3%	-2.6%	-9.4%	-11.8%	+25.6%	+26.8%	+8.5%
YoY changes on a comparative basis*	-2.0%	-1.3%	-0.5%	-3.8%	-1.9%	-13.8%	-21.5%	-3.5%	-10.7%	-12.6%	+20.9%	+23.9%	+5.0%
EBIT	54.6	71.4	83.1	43.6	252.7	23.0	1.0	108.3	24.5	156.8	227.3	105.2	82.5
Adjusted EBIT *	54.6	98.5	88.0	90.7	331.8	25.3	67.5	83.3	52.9	229.1	60.5	105.6	82.5
EBIT margin	13.1%	13.1%	17.0%	8.7%	13.0%	6.4%	0.2%	24.5%	6.0%	9.6%	55.3%	20.8%	17.2%
Adjusted EBIT margin*	13.1%	18.1%	18.0%	18.1%	17.0%	7.1%	16.1%	18.9%	12.9%	14.1%	14.7%	20.9%	17.2%
Net Income Group Share	39.3	50.3	63.0	23.5	176.1	25.0	-3.0	68.0	3.6	93.7	161.6	68.6	57.3
EPS Group Share	0.87	1.11	1.40	0.52	3.91	0.56	-0.07	1.51	0.08	2.08	3.59	1.53	1.28

(*) See glossary

GROUP QUARTERLY FIGURES BY GEOGRAPHY

<i>In million euros</i>	Q1 19	Q2 19	Q3 19	Q4 19	FY 19	Q1 20	Q2 20	Q3 20	Q4 20	FY 20	Q1 21	Q2 21	Q3 21
Europe													
Net Sales	122.8	167.9	143.5	124.7	558.9	119.1	138.6	147.2	112.3	517.3	125.2	166.8	155.4
YoY actual changes	-1.2%	-4.6%	+4.0%	+2.7%	-0.1%	-3.0%	-17.4%	+2.6%	-9.9%	-7.5%	+5.2%	+20.3%	+5.6%
YoY changes on a comparative basis*	+2.4%	-1.3%	+6.2%	+3.2%	+2.3%	-3.0%	-16.6%	+3.1%	-9.3%	-6.9%	+4.9%	+19.3%	+4.3%
North America													
Net Sales	161.8	227.5	196.9	178.3	764.4	140.4	202.8	196.3	163.6	703.1	184.1	222.3	194.7
YoY actual changes	+4.4%	+1.1%	+0.3%	-5.9%	-0.2%	-13.2%	-10.8%	-0.3%	-8.2%	-8.0%	+31.1%	+9.6%	-0.8%
YoY changes on a comparative basis*	-2.2%	-2.4%	-3.4%	-8.3%	-4.1%	-15.6%	-12.3%	+4.6%	-1.4%	-6.1%	+33.4%	+15.0%	-5.5%
Latin America													
Net Sales	78.9	86.9	87.8	112.0	365.6	54.6	39.4	56.9	79.1	230.1	58.2	67.7	72.6
YoY actual changes	-3.0%	+4.0%	-0.4%	-2.5%	-0.6%	-30.8%	-54.6%	-35.2%	-29.4%	-37.1%	+6.6%	+71.6%	+27.5%
YoY changes on a comparative basis*	-1.5%	+0.9%	-2.1%	-2.2%	-1.3%	-26.4%	-46.1%	-17.5%	-11.4%	-24.4%	+34.0%	+81.7%	+23.0%
Middle East and Africa													
Net Sales	22.2	24.8	26.5	44.8	118.4	20.1	18.9	19.5	28.7	87.2	22.0	29.1	31.4
YoY actual changes	+16.5%	+12.1%	+32.3%	+10.4%	+16.2%	-9.8%	-23.9%	-26.2%	-35.9%	-26.3%	+9.7%	+54.1%	+60.4%
YoY changes on a comparative basis*	+0.2%	-2.2%	+10.5%	-3.0%	+0.4%	-13.5%	-22.8%	-23.3%	-30.2%	-24.0%	+18.7%	+57.9%	+57.4%
Asia & Oceania (including India)													
Net Sales	29.7	37.7	33.3	41.4	142.1	22.8	19.1	21.9	26.3	90.2	21.5	19.8	24.3
YoY actual changes	-17.2%	+1.4%	-10.1%	-7.4%	-8.2%	-23.1%	-49.2%	-34.2%	-36.5%	-36.5%	-5.8%	+3.4%	+10.7%
YoY changes on a comparative basis*	-17.8%	+0.6%	-11.9%	-8.5%	-9.3%	-19.5%	-45.6%	-29.0%	-32.2%	-32.3%	+0.8%	+9.1%	+14.4%

(*) See glossary

HUMAN EXPRESSION

In million euros						Restated for Unallocated Group Costs												
	Q1 19	Q2 19	Q3 19	Q4 19	FY 19	Q1 19	Q2 19	Q3 19	Q4 19	FY 19	Q1 20	Q2 20	Q3 20	Q4 20	FY 20	Q1 21	Q2 21	Q3 21
Net Sales	148.3	252.5	204.3	169.3	774.4	148.3	252.5	204.3	169.3	774.4	126.9	166.9	161.3	120.5	575.6	131.1	202.2	197.5
YoY actual changes	-2.3%	+1.2%	+2.0%	-0.6%	+0.3%	-2.3%	+1.2%	+2.0%	-0.6%	+0.3%	-14.4%	-33.9%	-21.1%	-28.8%	-25.7%	+3.3%	+21.2%	+22.4%
YoY changes on a constant currency basis*	-1.8%	-0.6%	+0.1%	+0.1%	-0.5%	-1.8%	-0.6%	+0.1%	+0.1%	-0.5%	-12.9%	-33.1%	-17.4%	-21.1%	-22.4%	+11.2%	+25.1%	+22.8%
YoY changes on a comparative basis*	-5.8%	-2.3%	-1.7%	-4.8%	-3.4%	-5.8%	-2.3%	-1.7%	-4.8%	-3.4%	-14.8%	-33.2%	-17.8%	-21.8%	-23.2%	+1.3%	+20.1%	+15.9%
EBIT	1.8	21.9	12.6	-43.1	-6.7	6.3	37.6	18.7	-35.8	26.8	0.8	-35.7	18.4	-14.6	-31.1	5.2	23.9	12.7
Adjusted EBIT	1.8	32.3	14.5	-0.9	47.8	6.3	37.6	18.7	4.7	67.4	0.8	18.2	14.8	-0.5	33.3	3.4	24.2	12.7
EBIT Margin	1.2%	8.7%	6.2%	-25.4%	-0.9%	4.3%	14.9%	9.2%	-21.2%	3.5%	0.6%	-21.4%	11.4%	-12.1%	-5.4%	4.0%	11.8%	6.5%
Adjusted EBIT Margin	1.2%	12.8%	7.1%	-0.5%	6.2%	4.3%	14.9%	9.2%	2.8%	8.7%	0.7%	10.9%	9.2%	-0.4%	5.8%	2.6%	12.0%	6.5%

(*) See glossary

FLAME FOR LIFE

In million euros	Restated for Unallocated Group Costs																	
	Q1 19	Q2 19	Q3 19	Q4	FY 19	Q1 19	Q2 19	Q3 19	Q4	FY 19	Q1 20	Q2 20	Q3 20	Q4 20	FY 20	Q1 21	Q2 21	Q3 21
Net Sales	149.7	169.9	161.9	197.4	679.0	149.7	169.9	161.9	197.4	679.0	121.0	147.3	171.1	178.7	618.1	174.5	192.9	170.7
YoY actual changes	-2.0%	+3.0%	-1.1%	-3.4%	-1.0%	-2.0%	+3.0%	-1.1%	-3.4%	-1.0%	-19.2%	-13.3%	+5.7%	-9.5%	-9.0%	+44.2%	+31.0%	-0.2%
YoY changes on a constant currency basis*	-4.7%	+0.7%	-3.9%	-4.5%	-3.1%	-4.7%	+0.7%	-3.9%	-4.5%	-3.1%	-18.6%	-11.2%	+14.8%	-0.6%	-3.5%	+57.8%	+39.4%	+0.1%
YoY changes on a comparative basis*	-5.5%	-0.1%	-4.2%	-4.9%	-3.7%	-5.5%	-0.1%	-4.2%	-4.9%	-3.7%	-18.7%	-11.2%	+13.1%	-3.0%	-4.7%	+54.2%	+36.9%	-2.1%
EBIT	46.6	49.3	52.6	69.2	217.7	51.1	61.8	57.6	77.1	247.7	34.5	49.5	80.6	61.8	226.4	63.4	80.5	68.6
Adjusted EBIT	46.6	58.7	54.3	72.5	232.1	51.1	61.8	57.6	78.6	249.2	34.7	52.5	65.6	63.2	216.1	65.1	80.5	68.6
EBIT Margin	31.1%	29.0%	32.5%	35.1%	32.1%	34.2%	36.4%	35.6%	39.0%	36.5%	28.5%	33.6%	47.1%	34.6%	36.6%	36.3%	41.7%	40.2%
Adjusted EBIT Margin	31.1%	34.5%	33.5%	36.7%	34.2%	34.2%	36.4%	35.6%	39.8%	36.7%	28.7%	35.7%	38.4%	35.4%	35.0%	37.3%	41.7%	40.2%

(*) See glossary

BLADE EXCELLENCE

	Restated for Unallocated Group Costs																	
<i>In million euros</i>	Q1 19	Q2 19	Q3 19	Q4	FY 19	Q1 19	Q2 19	Q3 19	Q4	FY 19	Q1 20	Q2 20	Q3 20	Q4 20	FY 20	Q1 21	Q2 21	Q3 21
Net Sales	109.0	115.5	114.9	123.5	463.0	109.0	115.5	114.9	123.5	463.0	102.0	98.6	102.9	100.6	404.2	96.4	104.0	104.6
YoY actual changes	+12.4%	+1.8%	+10.1%	+0.4%	+5.7%	+12.4%	+1.8%	+10.1%	+0.4%	+5.7%	-6.4%	-14.6%	-10.4%	-18.5%	-12.7%	-5.5%	+5.4%	+1.6%
YoY change on a constant currency basis*	+11.3%	+0.8%	+7.4%	-0.2%	+4.4%	+11.3%	+0.8%	+7.4%	-0.2%	+4.4%	-5.0%	-11.0%	-0.8%	-7.8%	-6.2%	+5.0%	+11.9%	+1.9%
YoY change on a comparable basis*	+10.0%	-0.7%	+7.0%	-1.6%	+3.2%	+10.0%	-0.7%	+7.0%	-1.6%	+3.2%	-5.9%	-11.5%	-1.2%	-8.4%	-6.8%	+4.5%	+11.6%	+1.1%
EBIT	7.7	1.6	19.6	18.3	47.2	11.0	10.5	23.2	23.8	68.5	7.5	9.8	25.6	7.7	50.6	12.2	20.1	18.5
Adjusted EBIT	7.7	8.4	20.8	19.3	56.2	11.0	10.5	23.2	23.1	67.8	7.7	14.3	17.5	10.7	50.1	12.2	20.2	18.5
EBIT Margin	7.1%	1.4%	17.0%	14.8%	10.2%	10.1%	9.1%	20.2%	19.3%	14.8%	7.3%	10.0%	24.8%	7.7%	12.5%	12.7%	19.3%	17.7%
Adjusted EBIT Margin	7.1%	7.3%	18.1%	15.6%	12.1%	10.1%	9.1%	20.2%	18.7%	14.7%	7.5%	14.5%	17.0%	10.6%	12.4%	12.7%	19.4%	17.7%

(*) See glossary

OTHER PRODUCTS

	Restated for Unallocated Group Costs																	
<i>In million euros</i>	Q1 19	Q2 19	Q3 19	Q4	FY 19	Q1 19	Q2 19	Q3 19	Q4	FY 19	Q1 20	Q2 20	Q3 20	Q4 20	FY 20	Q1 21	Q2 21	Q3 21
Net Sales	8.3	7.0	6.9	10.9	33.1	8.3	7.0	6.9	10.9	33.1	7.0	6.1	6.6	10.3	30.0	9.0	6.6	5.7
YoY actual changes	-40.0%	-56.3%	-37.8%	-16.9%	-38.7%	-40.0%	-56.3%	-37.8%	-16.9%	-38.7%	-15.7%	-12.3%	-3.8%	-6.3%	-9.4%	+29.4%	+8.7%	-14.9%
YoY changes on a constant currency basis*	-39.8%	-56.2%	-37.8%	-16.7%	-38.6%	-39.8%	-56.2%	-37.8%	-16.7%	-38.6%	-15.2%	-11.5%	-2.2%	-5.6%	-8.6%	+29.7%	+7.9%	-15.5%
YoY changes on a comparative basis*	-5.4%	-4.3%	+11.4%	+4.5%	+1.2%	-5.4%	-4.3%	+11.4%	+4.5%	+1.2%	-15.2%	-11.2%	-2.1%	-5.4%	-8.4%	+29.7%	+7.9%	-15.5%
EBIT	-1.6	-1.3	-1.7	-0.9	-5.5	-1.3	-0.8	-1.5	0.0	-3.6	-0.9	-2.6	-1.8	0.1	-5.2	-0.2	-2.8	-1.0
Adjusted EBIT	-1.6	-0.9	-1.6	-0.2	-4.3	-1.3	-0.8	-1.5	0.1	-3.5	-0.9	-0.2	-1.4	0.6	-1.9	-0.2	-2.8	-1.0

(*) See glossary

UNALLOCATED COSTS

Restated for Unallocated Group Costs

<i>In million euros</i>	Q1 19	Q2 19	Q3 19	Q4 19	FY 19	Q1 20	Q2 20	Q3 20	Q4 20	FY 20	Q1 21	Q2 21	Q3 21
EBIT	-12.6	-37.6	-14.9	-21.5	-86.7	-18.8	-20.1	-14.5	-30.5	-84.0	146.8	-16.5	-16.3
Adjusted EBIT	-12.6	-10.6	-10.0	-15.9	-49.1	-17.0	-17.2	-13.2	-21.0	-68.4	-20.0	-16.5	-16.3



CAPITAL AND VOTING RIGHTS

As of September 30, 2021, the total number of issued shares of SOCIÉTÉ BIC is 45,395,857 shares, representing:

- 66,774,760 voting rights
- 65,929,685 voting rights excluding shares without voting rights

Total number of treasury shares held at the end of September 2021: 815,075.

GLOSSARY

- **Constant currency basis:** constant currency figures are calculated by translating the current year figures at prior year monthly average exchange rates.
- **Organic change or Comparative basis:** at constant currencies and constant perimeter. Figures at constant perimeter exclude the impact of acquisitions and/or disposals that occurred during the current year and/or during the previous year, until their anniversary date. All Net Sales category comments are made on a comparative basis. Organic change excludes Argentina Net Sales for both 2019 and 2020.
- **EBITDA:** EBIT before Depreciation and Amortization
- **Adjusted EBIT:** adjusted means excluding normalized items.
- **Adjusted EBIT margin:** adjusted EBIT as a percentage of Net Sales.
- **Net Cash from operating activities:** Cash generated from principal activities of the entity and other activities that are not investing or financing activities.
- **Free Cash Flow:** Net cash flow from operating activities less capital expenditures (CAPEX). Free cash flow does not include acquisitions and proceeds from the sale of businesses.
- **Net cash position:** Cash and cash equivalents + Other current financial assets - Current borrowings - Non-current borrowings (except financial liabilities following IFRS 16 implementation)

MARKET DATA SOURCES

Sources: market share data in value

Stationery

- France: IRI YTD SEP-21 - Modern Trade only
- UK: IRI YTD SEP-21 - Modern Trade only
- US: NPD YTD SEP 21 - est. 95% market coverage including Coloring
- Brazil and Mexico: Nielsen YTD AUG-21 - Modern Trade only, est. 16% market coverage for Brazil and 24% for Mexico

Lighters:

- France: Nielsen YTD 12-SEP-21 - Modern Trade only
- U.S: IRI YTD 26-SEP-21 - est. 70% market coverage
- Brazil: Nielsen YTD JUN-21

Shavers:

- France : Nielsen YTD SEP-21 - Modern Trade only, est. 83% market coverage
- UK: IRI YTD SEP-21 - Modern Trade only
- US: IRI YTD SEP-21 - est. 90% market coverage
- Mexico and Brazil: Nielsen YTD AUG-21 - est. 62% market coverage



DISCLAIMER

This document contains forward-looking statements. Although BIC believes its estimates are based on reasonable assumptions, these statements are subject to numerous risks and uncertainties.

A description of the risks borne by BIC appears in section Risks Management of BIC's Universal Registration Document filed with the French financial markets authority ("AMF") on April 1, 2021.

