



4 APRIL 2022

FACTSHEET 2021

Who is BIC

A world leader in stationery, lighters and shavers, BIC brings Simplicity and Joy to everyday Life. For more than 75 years, the Company has honored the tradition of providing high-quality, affordable, essential products to consumers everywhere. Through this unwavering dedication, BIC has become one of the most recognized brands and is a trademark registered worldwide. Today, BIC products are sold in more than 160 countries around the world.



10,471 employees

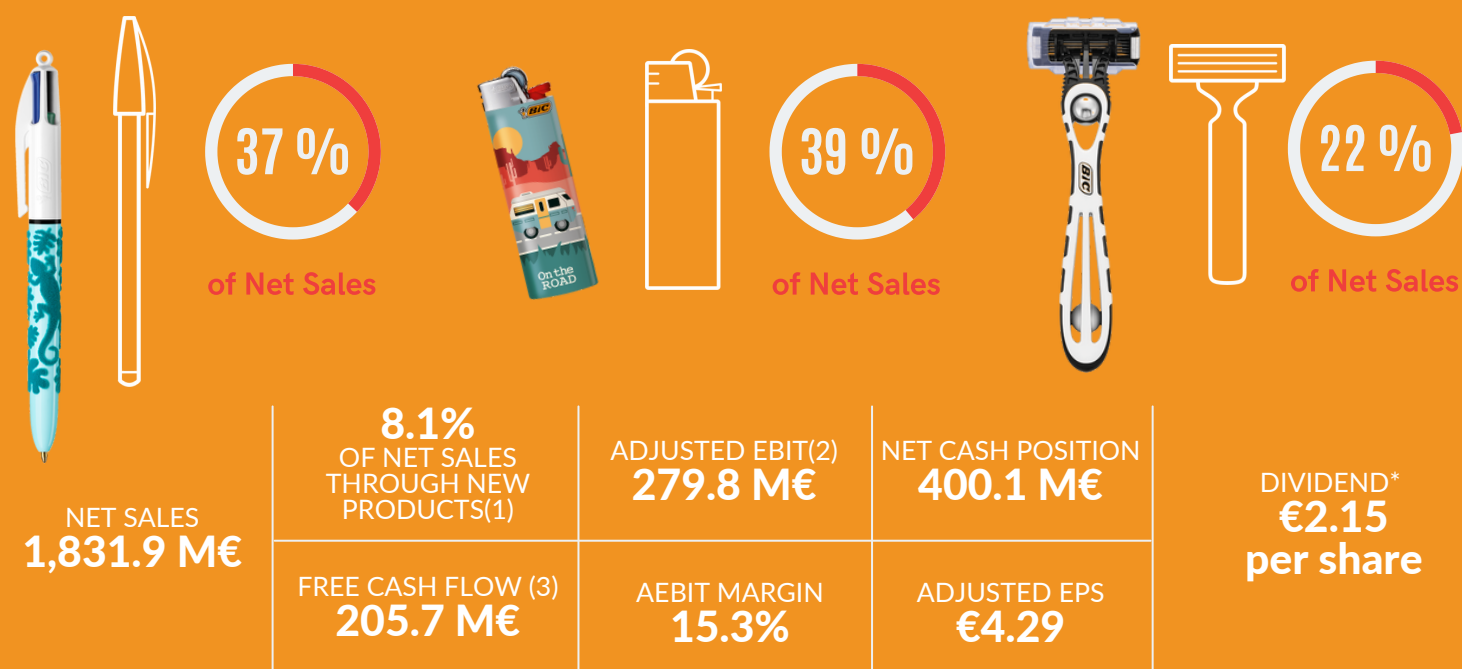


24 factories on 4 continents

" We create high-quality, safe, affordable, essential products, trusted by everyone "

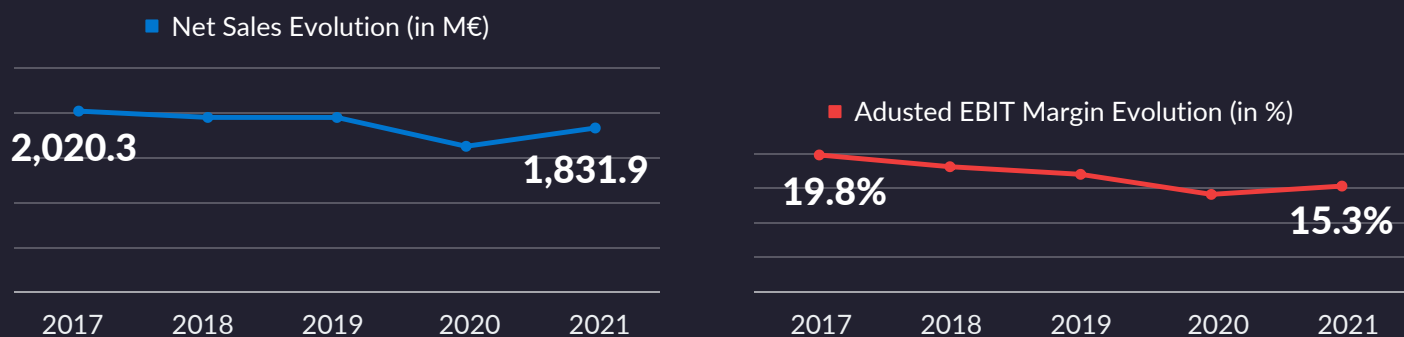


2021 Key Financial Figures



(1) A product is considered as new during the year of its launch and the three following years.
(2) Adjusted: excluding exceptional items. | (3) Before acquisitions and disposals.
*Subject to May 2022 AGM approval

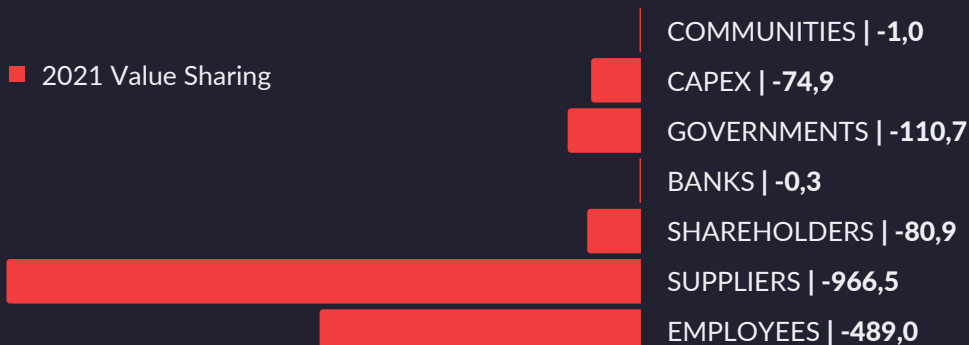
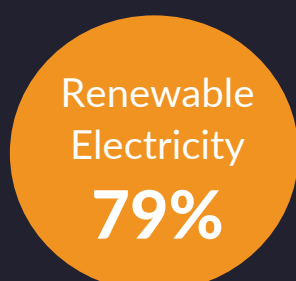
Long-term Financial Performance



Key Non-financial Figures

KEY NON-FINANCIAL INDICATORS | 2021

- % of Renewable Electricity (Writing the Future, Together Commitment: 100% by 2025) | **79%**
- % of recycled or alternative materials in BIC® products | **4.0%**
- % of reusable, recyclable, or compostable plastic in packaging | **59.6%**
- GHG Emissions (Scope 1, 2 - tCO2eq) - Market-based | **35,311**
- GHG Emissions (Scope 3 - tCO2eq) | **805,000**



Horizon Strategic Plan

THROUGH EXPANSION TO NEW CONSUMER OCCASIONS AND ADJACENT BUSINESSES, AND WITH SUSTAINABILITY ROOTED IN PRODUCTS AND OPERATIONS, OUR HORIZON PLAN AIMS TO FUEL BIC'S GROWTH TO 2025

REFRAME OUR THREE CATEGORIES TO ACCELERATE TOP LINE GROWTH

TAKE OUR SUSTAINABLE DEVELOPMENT JOURNEY TO THE NEXT LEVEL

REMAIN ON A MID-SINGLE-DIGIT GROWTH TRAJECTORY

MAINTAIN FREE CASH FLOW ABOVE €200M

SUSTAIN SOLID RETURN TO SHAREHOLDERS



Evolving focus from Stationery to **HUMAN EXPRESSION**, moving beyond Writing Instruments to Creative and Digital Expression



Expanding Lighters to **FLAME FOR LIFE** to focus on all lighting occasions, and a more Value-added driven model



Growing the One-Piece Shaver business with consumer driven and sustainable products and capitalizing on our **BLADE EXCELLENCE** to build a high-precision B2B blade business

2025 Commitments to Sustainable Development

Writing the Future, Together

#1 By 2025, the environmental and/or societal footprint of BIC® products will be improved. The Environmental or social performances of 12 products were improved.

#1 Fostering sustainable innovation in BIC® products.

#3 By 2025, BIC aims for zero accidents across all operations. In 2021 there were 58 accidents across our sites.

#3 Committing to a safe work environment.

#2 Acting against climate change.

#4 By 2025, BIC will work responsibly with its strategic suppliers to ensure the most secure, innovative and efficient sourcing. At the end of 2021 52.3% of BIC's strategic suppliers have integrated the responsible purchasing program.

#4 Proactively involving suppliers.

#5 Improving lives through education.

#5 By 2025, BIC will improve learning conditions for 250 million children globally. The learning conditions for more than 158 million children were improved since 2018 through direct actions with children or actions with teachers.

#2 By 2025, BIC will use 100% renewable electricity. In 2021, BIC consumed 79% renewable electricity across the Group, compared to 80% in 2020.

Use of Cash Policy



Fund Profitable Growth

Investment into Operations
€100M annually

Targeted Acquisitions
Average of €100M annually



Ensure Sustainable Shareholder Returns

Ordinary Dividend
40% to 50% Payout Ratio

Regular Share Buyback



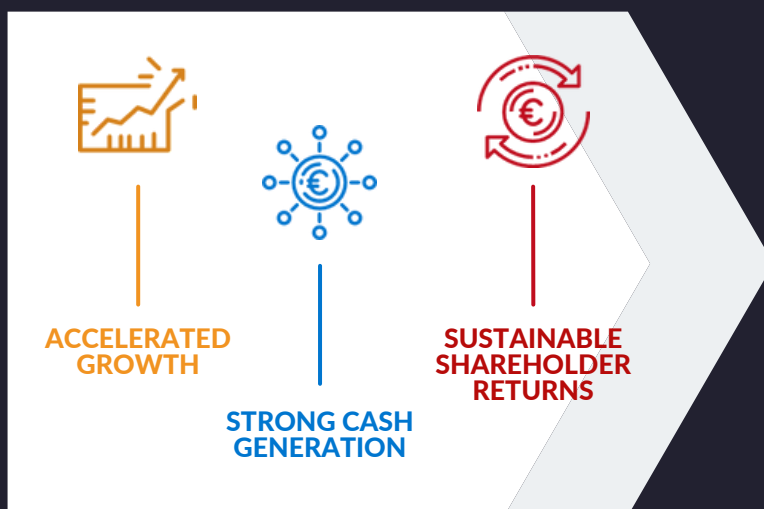
Long-Term Value Creation

Consumer-Centric Brands

Open & Responsible Innovation

Efficient, Reliable and Sustainable Global Supply Chain

Commercial Excellence



Sustained and Balanced Long-Term Value Creation for All Stakeholders

← TALENTED AND ENGAGED TEAMS →

Board of Directors

11

meetings in 2021

50 %

Women*

40 %

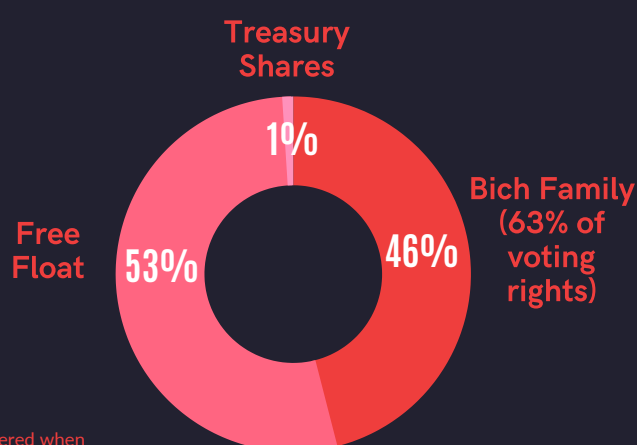
of independent members*

99,3 %

of attendance in 2021

- JOHN GLEN | Interim Non-Executive Chairman
- GONZALVE BICH | Director & Chief Executive Officer
- ELIZABETH BASTONI* | Interim Independent Lead-Director
- VINCENT BEDHOME | Director representing BIC employees
- TIMOTHÉE BICH | Director
- MARIE-PAULINE CHANDON-MOËT | Director
- INNA KOSTUK | Director representing BIC employees
- MAËLYS CASTELLA* | Director
- CANDACE MATTHEWS* | Director
- MARIE-AIMÉE BICH-DUFOUR | Director
- JAKE SCHWARTZ* | Director
- EDOUARD BICH | Director Representative of Société MDB

SHARE CAPITAL BREAKDOWN DECEMBER 2021



* Independent

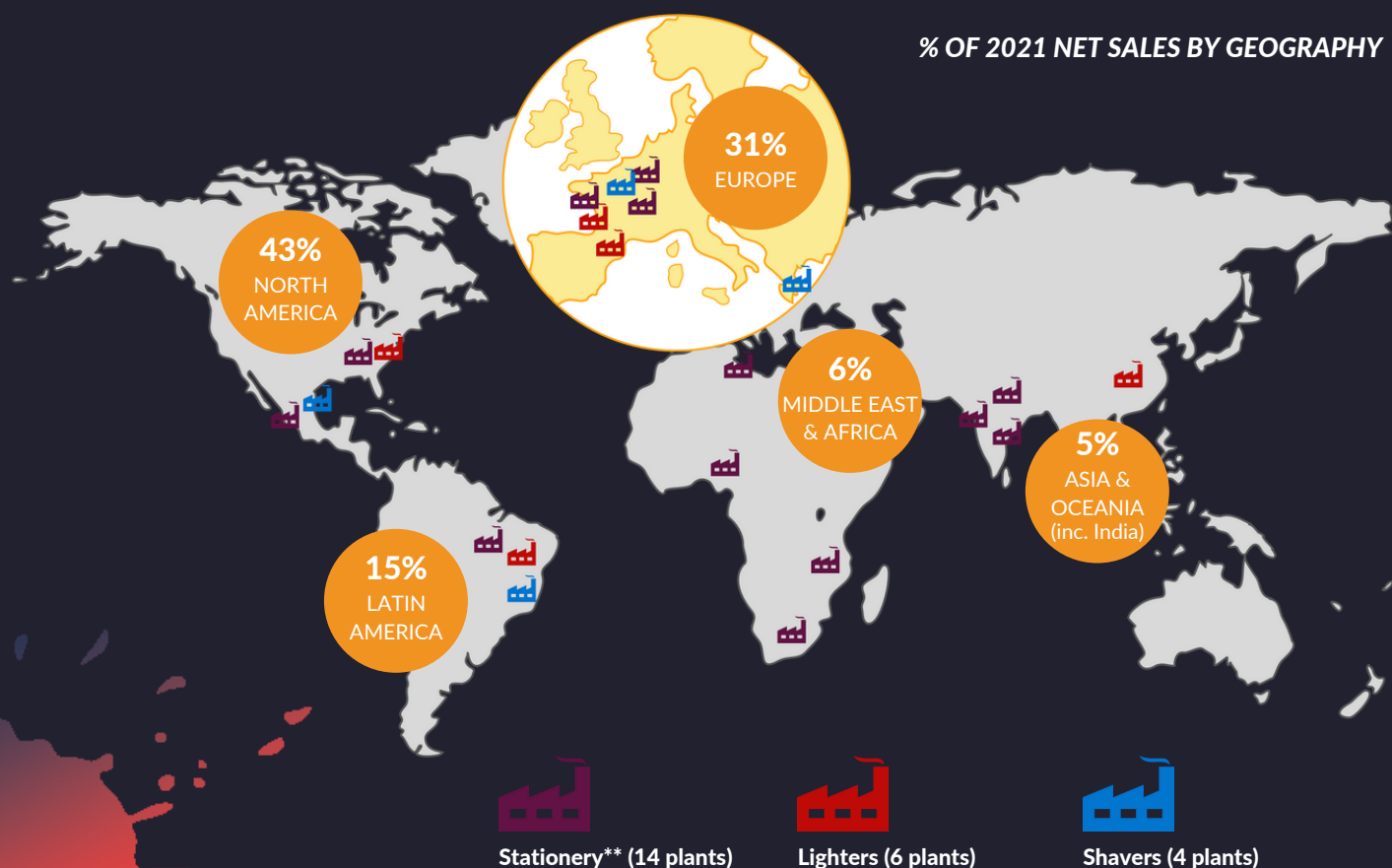
* In accordance with the APEP-MEDEF code, Directors who represent employees were not considered when assessing the ratio of independents and women.

Executive Committee

- GONZALVE BICH | Chief Executive Officer
- CHAD SPOONER | Chief Financial Officer
- FRANÇOIS CLÉMENT-GRANCOURT | Group Lighters General Manager
- GARY HORSFIELD | Group Supply Chain Officer
- SARA LAPORTA | Chief Strategy & Business Development Officer
- THOMAS BRETTE | Group Partnerships and New Business Officer
- ELIZABETH MAUL | Group Insights, Innovation & Sustainability Officer
- CHESTER TWIGG | Group Commercial Officer
- MALLORY MARTINO | Chief Human Resources Officer
- CHARLES MORGAN | Chief Administrative Officer

Worldwide Manufacturing Footprint

% OF 2021 NET SALES BY GEOGRAPHY



**Including BIC Graphic, Updated on February 2022