

# HOW OUR BUSINESS MODEL CREATES VALUE

## Team members: the key to our success

To support growth and development, we continuously reinforce our teams' skills and capabilities by providing customized training programs and opportunities for career development. BIC also develops a strong Diversity, Equity & Inclusion program.

10,471 team members  
€489.0 M payroll costs  
12,085 training days

## State-of-the-art and responsible production

We use a state-of-the-art production line while reducing the environmental footprint of BIC factories and protecting our employees' health.

24 factories on 4 continents  
91% of Net Sales from products manufactured in BIC factories

## A sustainable procurement strategy

Through our Responsible Procurement Strategy, we strive to minimize the environmental impact of BIC® products.

€966.5 M purchases of raw materials, consumables and services  
323 strategic suppliers

## Solid financial foundation

Through sound cash management and a strong balance sheet, we ensure access to the capital needed to finance innovation, operations, and enhance growth.

€1,723.8 M Shareholder Equity  
€280.6 M Net Cash from Operating Activities  
€400.1 M of Net Cash position

## Innovation

True to our culture of innovation, we maintain a sharp focus on developing new, innovative, environmentally friendly products.

347 patents granted at the end of 2021  
1.5% of Net Sales invested in R&D

## OUR MISSION

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



## Well-being and security at work

To foster the commitment and loyalty of teams, we strive to ensure their everyday tasks are fulfilling and safe.

58 work accidents  
1.19% rate of absenteeism

## A reduced environmental footprint

We have considerably reduced our footprint by working throughout our production chain: from the product's creation to the end of its lifecycle, including a recycling strategy and controlled emissions from BIC factories and headquarters.

-11.5% water consumption\*  
-8% energy consumption\*  
-7.8% waste production\*  
-11.7% greenhouse gas emissions (scopes 1 & 2)\*  
-13% greenhouse gas emissions (scope 3)  
\* Per ton of production between 2020 and 2021.

## Long-lasting products

We innovate to respond to consumer needs and to reduce the impact of our products. We are increasingly recognized for the high quality and sustainability of our products.

More than 2 km of writing for a BIC® Cristal ballpoint pen  
3,000 constant flames for a BIC® Maxi Lighter  
Up to 17 days of shaving with the BIC® Flex 3

## Long-term profitable growth

The creation of financial value is essential to BIC's sustainability. Over the years, we have remained committed to creating value for our shareholders.

€1,831.9 M Net Sales  
€314.2 M Net Income  
€74.9 M Capital Expenditure  
€80.9 M Ordinary Dividend paid

## Education as a priority

Motivated by our conviction that education is crucial for the development of free will, independence and for combating poverty, we are committed to improving learning conditions for children around the world.

82 philanthropic projects supported  
158 million children have benefited from improved learning conditions since 2018.  
€1 M invested in philanthropic projects