



# HORIZON STRATEGIC PLAN

# OBJECTIVES

ACCELERATED  
AND  
SUSTAINABLE  
GROWTH

SOLID RETURN  
ON INVESTMENT

SUSTAINED  
SHAREHOLDER  
REMUNERATION

# FINANCIAL TARGETS



**Accelerated  
and Sustainable  
Growth**



**Mid-Single Digit**  
Organic Growth trajectory



**Robust Cash  
Generation**



**> 200 M€**  
annual Free Cash Flow throughout  
2022

# REFRAMED CORE CATEGORIES

*Pivoting for growth*

## **Human Expression**

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



# HORIZON

MOVING "BEYOND"  
WITH CONSUMERS' LENS

## **Blade Excellence**

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



## **Flame For Life**

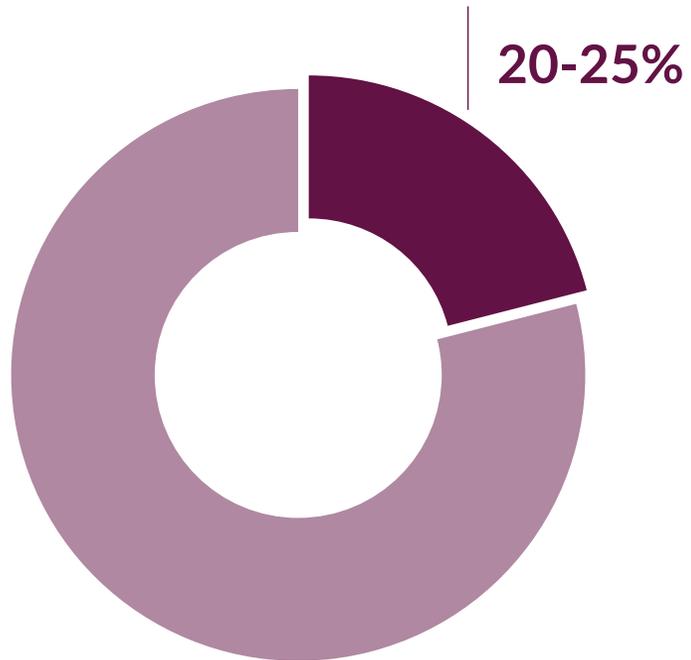
Expanding Lighters to **FLAME FOR LIFE** to focus on all lighting occasions, and a more Value-added driven model



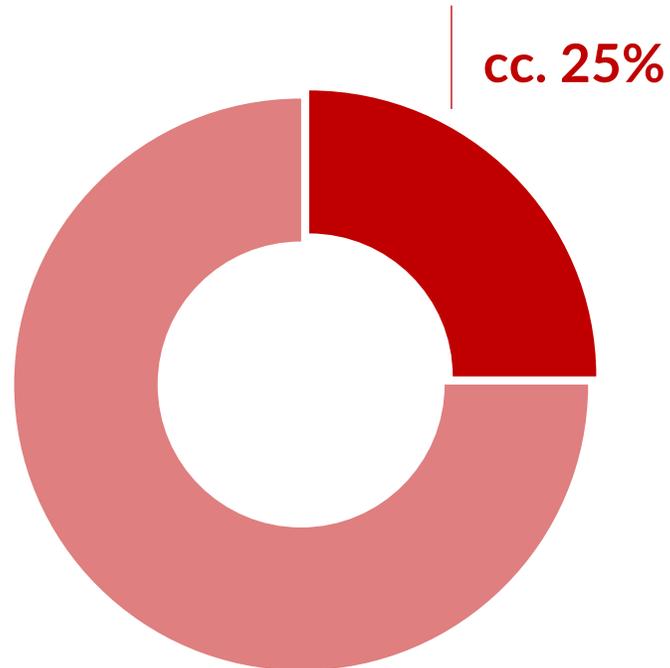
# REFRAMED CORE CATEGORIES

*Net Sales expected from New Markets and Businesses\* in 2025*

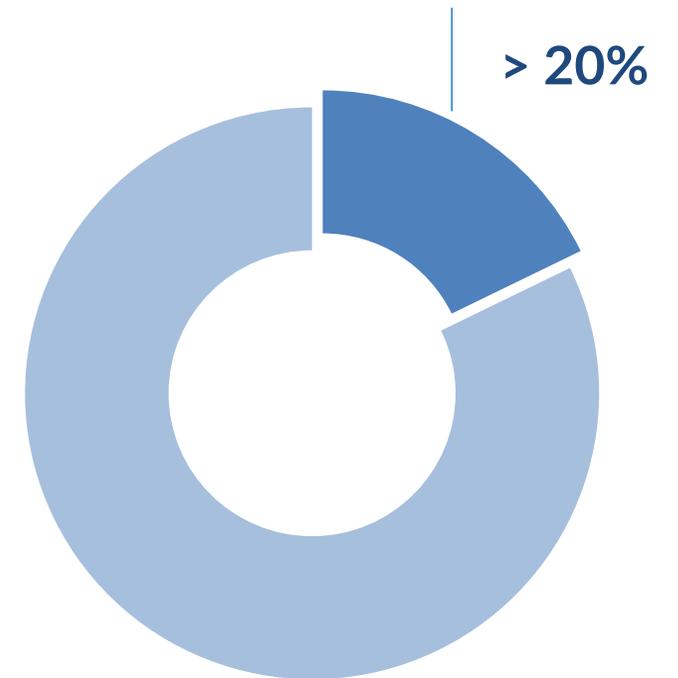
**Human Expression**



**Flame For Life**



**Blade Excellence**



\*: Skin Creative and Digital Expression / EZ Reach + Utility + BIC Ecolution / BIC Blade tech

# STRENGTHENED CAPABILITIES

*Profitable growth Enablers*



Mergers and  
Acquisitions



Data analysis



Innovation



Sustainable  
Development  
integrated into  
operations



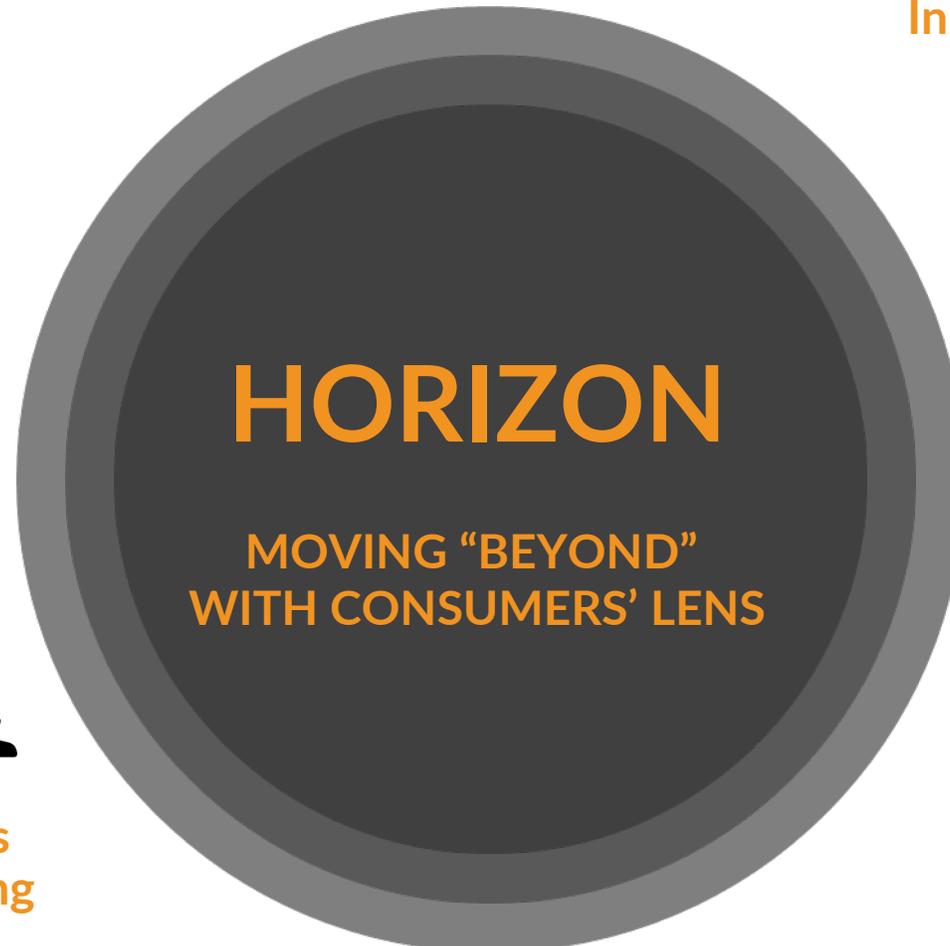
Revenue Growth  
Management



Logistics  
Purchasing



E-commerce



## HORIZON

MOVING "BEYOND"  
WITH CONSUMERS' LENS

# ACCELERATED M&A IN ADJACENT MARKETS

*Synergies – Growth – Capabilities*

**FLAME FOR LIFE** Enhancing category leadership by adding a high-quality added-value lighter brand to BIC's portfolio



**CREATIVE EXPRESSION** Creating a leader in the Skin Creative industry

**INKBOX'**



2020

2021

2022



ROCKET BOOK

**DIGITAL EXPRESSION** The leading Smart Reusable Notebook brand bringing together analog and digital writing



*Repaper.*  
by iskn

**DIGITAL EXPRESSION** Strengthening R&D capabilities in Digital Writing

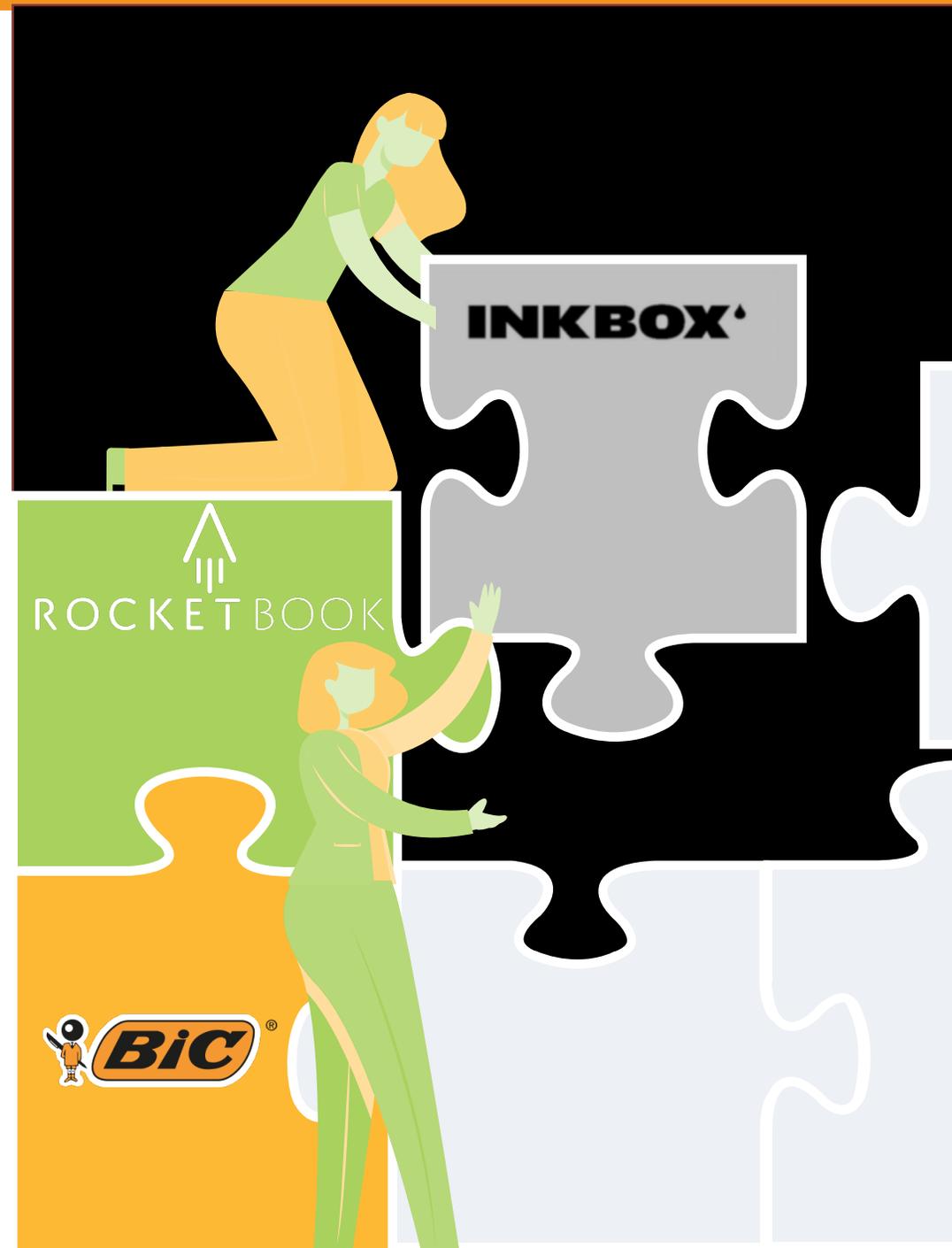
# BALANCED E-COMMERCE ECO-SYSTEM

10%

Net Sales in eCommerce end of 2021

>80%

Brand Support invested in  
online channels





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