

# Essential Growth

Investor Relations Presentation  
April 2024



# The BIC Growth Proposition



A world leader in creative expression, lighters and shavers

One of the **most recognized brands**, creating high quality, **safe, affordable, essentials.**

Trusted in  
**+160 countries**

## A consumer-centric brand, meeting rapidly changing needs

- **28 million** BIC products **bought daily**, driven by value and strong brand
- BIC is successfully **expanding** into new segments to meet **new needs**
- Strong track record for **growing above market rates** in all global territories
- **Blue chip** commercial and operational **capabilities** being deployed
- **Ambitious sustainable development** goals



# BIC 2023 Key Financial Figures

**14,643**

Team members<sup>1</sup>

**€2,263m**

Net Sales

**€333m**

Adjusted EBIT<sup>2</sup>

**14.7%**

Adjusted EBIT  
Margin<sup>2</sup>

**€5.70**

Adjusted EPS<sup>2</sup>

**€249m**

Free Cash Flow<sup>3</sup>

**€385m**

Net Cash Position

**€210m**

Shareholder  
return<sup>4</sup>

2023 Key Figures

<sup>1</sup> BIC workforce includes permanent employees, fixed-term contracts and agency temporary staff

<sup>2</sup> See glossary in appendix

<sup>3</sup> Before acquisitions and disposals

<sup>4</sup> Shareholder return = dividends + sharebuybacks



# BIC's Horizon Strategic Plan, launched in 2020

**Expand** total addressable **markets in fast-growing segments**, and apply enhanced commercial execution

**Leverage innovation** capabilities and global manufacturing **excellence**

Capitalizing on **BIC's** unique **identity**, consumer-centric **brands** and market **reach**

**The *Horizon* strategic plan has 5 key objectives:**

- Reframing our three categories to accelerate top-line growth
- Taking our sustainable development journey to the next level
- Remaining on a mid-single digit growth trajectory while improving operating margins
- Maintaining strong cash-flow conversion
- Sustaining solid returns to shareholders



# Horizon Strategic Plan: 2025 Financial Objectives

## Balancing key initiatives to maximize returns



### Deliver Sustainable Growth

Annual net sales **growth:**  
**+5% to +7%**<sup>1</sup>



### Execute Operating Efficiencies

**Adjusted**<sup>2</sup> **EBIT** margin improvement:  
**~150 bps** from 2022 level of 14.0%



### Capture Cash Every Day

**Free Cash Flow above €220 million in 2024**  
**above €240 million in 2025**<sup>3</sup>

*Objectives are based on current market assumptions in Appendix*

<sup>1</sup>At constant currency

<sup>2</sup>See glossary in appendix

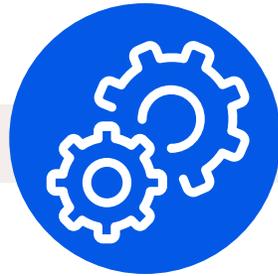
<sup>3</sup>Above the initial >€200 million objective

# Horizon Strategic Plan: 2023 Achievements



Deliver mid-single digit annual Net Sales growth

**Net Sales Growth<sup>1</sup>**  
**+9.2%**



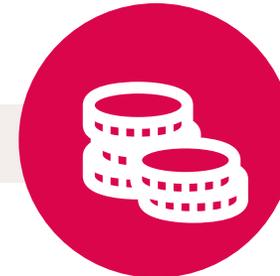
Growing aEBIT margin

**aEBIT margin<sup>2</sup>**  
**+70bps**



Free Cash Flow generation >€200 million

**Free Cash Flow<sup>3</sup>**  
**€249 million**



Funding profitable growth

**Capex**  
**€105 million**



Sustainable shareholder return

**Return to Shareholder<sup>4</sup>**  
**€210 million**

<sup>1</sup> At constant currency

<sup>2</sup> See glossary in appendix

<sup>3</sup> Free Cash Flow: before acquisitions and disposals

<sup>4</sup> Return to shareholder = dividends + share buybacks

# BIC's Capital Allocation Policy

## Sustainable Growth and Shareholder Return

**1. Investments  
into  
operations  
(CAPEX)**

**Approx.  
€100m per  
year**

**Payout  
ratio in the  
range of  
40-50% of  
adj. EPS**

**3. Ordinary  
Dividend**

**2. Targeted  
Acquisitions**

**On  
average  
approx.  
€100m  
per year**

**Regular  
program**

**4. Share  
Buyback**



# Focus on BIC's Shareholder Remuneration

€2.85

+

€1.42

**Ordinary Dividend<sup>1</sup>** **Exceptional Dividend<sup>2</sup>**  
for 2023 fiscal year

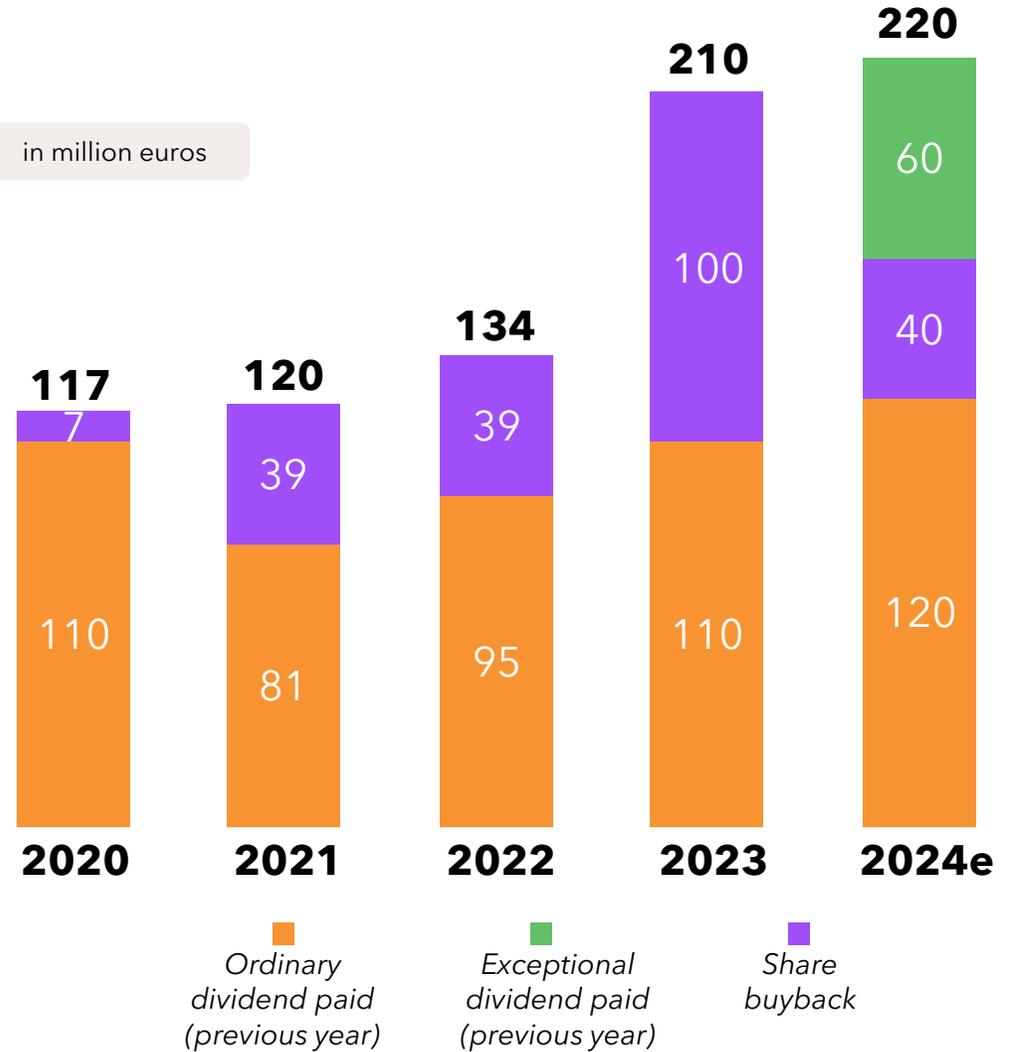
50%

**2023 Payout ratio<sup>3</sup>**

up to  
€40m

**2024 Share Buyback program**

in million euros



<sup>1</sup> Payable on June 12, 2024, subject to the May 29, 2024, AGM approval - Based on 42,270,689 shares

<sup>2</sup> Payable on September 18, 2024, subject to the May 29, 2024, AGM approval - Based on 42,270,689 shares

<sup>3</sup> Dividend per share / Adjusted EPS Group share

# 2024 Financial Outlook

**Full Year 2024 Net Sales** are expected to grow between +5% and +7% at constant currency<sup>1</sup> driven by volumes, price and mix.

We expect a slight improvement in **adjusted EBIT margin** in Full Year 2024.

**Free Cash Flow** is expected to be above €220 million in 2024.

<sup>1</sup>excluding Argentina net sales due to hyperinflationary context

# BIC in a nutshell



# In tune with the times



● Innovation
 ● Acquisition

1950  
 Marcel Bich launched BIC® Cristal, the first high quality ballpoint pen

1954  
 International expansion in Europe Latin America, Africa and North America

1973  
 First BIC® lighter.

1975  
 First BIC® One-piece shaver

1979  
 Graphite, coloring and marking

1992  
 Correction products in USA

1997  
 Correction products in Europe



1998

First Utility Lighter



2003

First BIC Sustainable Development Report



2009

Cello pen, Indian leader of writing instruments



2018

First Temporary Tattoo Marker



2019

Lucky Stationery, Nigeria's leading writing instruments player



2020

Reusable Digital Notebooks



Premium Pocket Lighters



Launch of EZ Reach BIC's first pocket utility lighter in the US



2021

BIC Blade-Tech, B-to-B business

2022

Digital Expression



BIC® EasyRinse™ shaver - First-of-its-kind blade design and patented anti-clog technology



2023

Launch of EZ Reach pocket utility lighter in Europe and Brazil

Prelaunch of EZ Load utility lighter



# BIC's Balanced and Diversified Portfolio<sup>1</sup>

## By Category



**Human Expression** 37%



**Flame for Life** 38%

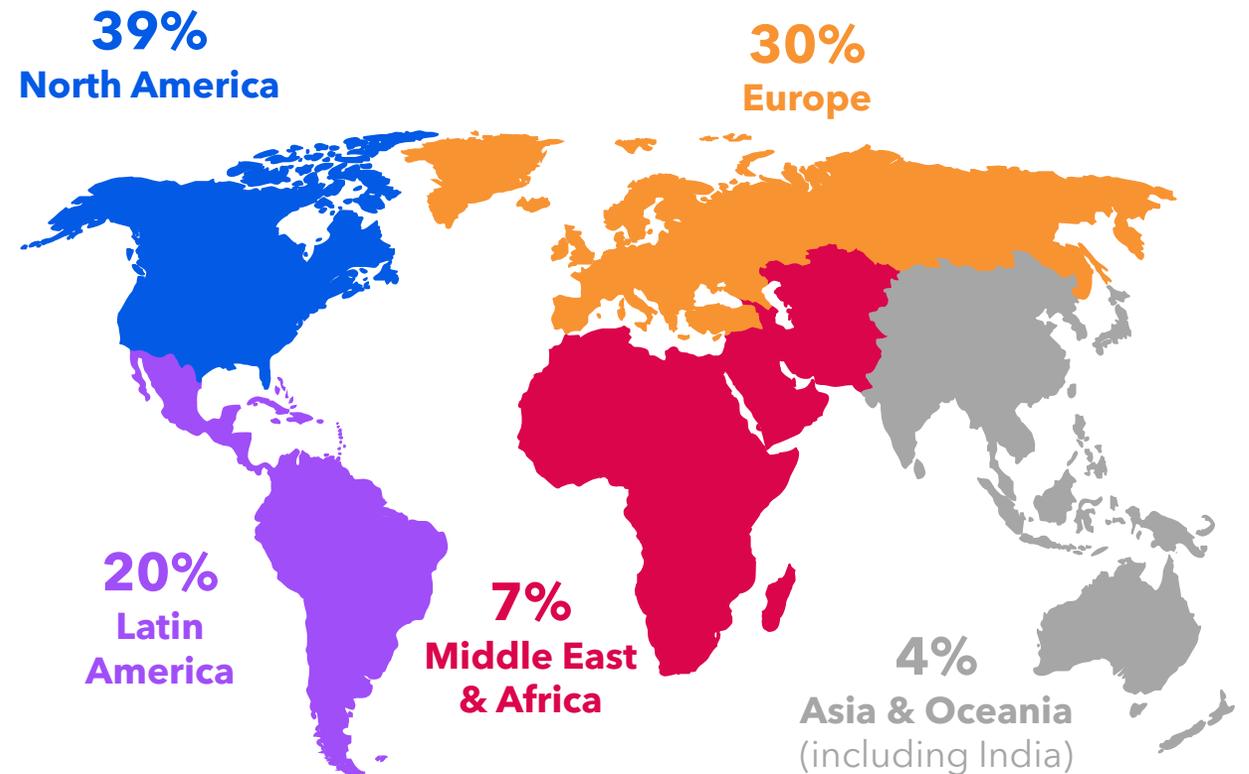


**Blade Excellence** 24%



**Other products** 1%

## By Geography



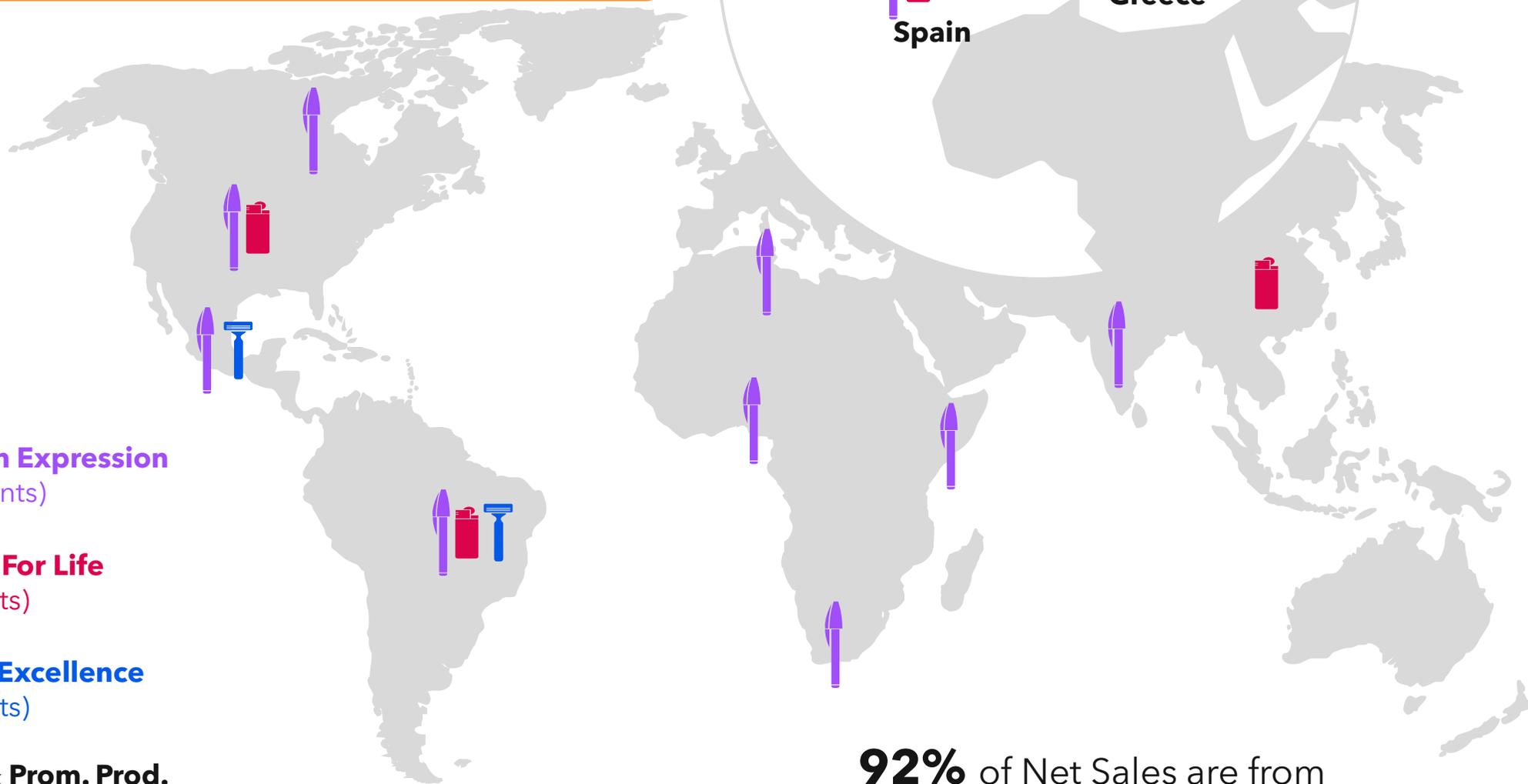
<sup>1</sup> 2023 net sales figures



# BIC's Global Manufacturing Footprint

24 factories on 5 continents

-  **Human Expression**  
(13 plants)
-  **Flame For Life**  
(6 plants)
-  **Blade Excellence**  
(4 plants)
-  **Adv. & Prom. Prod.**  
(1 plant)



**92%** of Net Sales are from products manufactured in BIC's own factories



# Worldwide Leadership Positions



## Human Expression

**#2** in total Stationery  
(~8% market share in value<sup>1</sup>)

**#1** in Ball Pens

**#1** Correction

**#1** in Mechanical Pencils

**Tipp-Ex**

**cello**



**Wite-Out**



**TATTLY**

**INKBOX**

*Repaper.*  
by iskn

**ROCKETBOOK**



## Flame For Life

**#1** in branded Lighters  
(>50% market share in value<sup>1</sup>)

**#1** in Pocket Lighters

**#1** in Utility Lighters

**DJEEP**  
PARIS



**BIC**  
**ECOLUTIONS**



## Blade Excellence

**#2** in One-Piece Shavers  
(~24% market share in value<sup>1</sup>)

**BIC** BLADE TECH®



<sup>1</sup> Sources: Euromonitor 2022 and BIC Estimates. For lighters, market share excluding Asia



# Human Expression

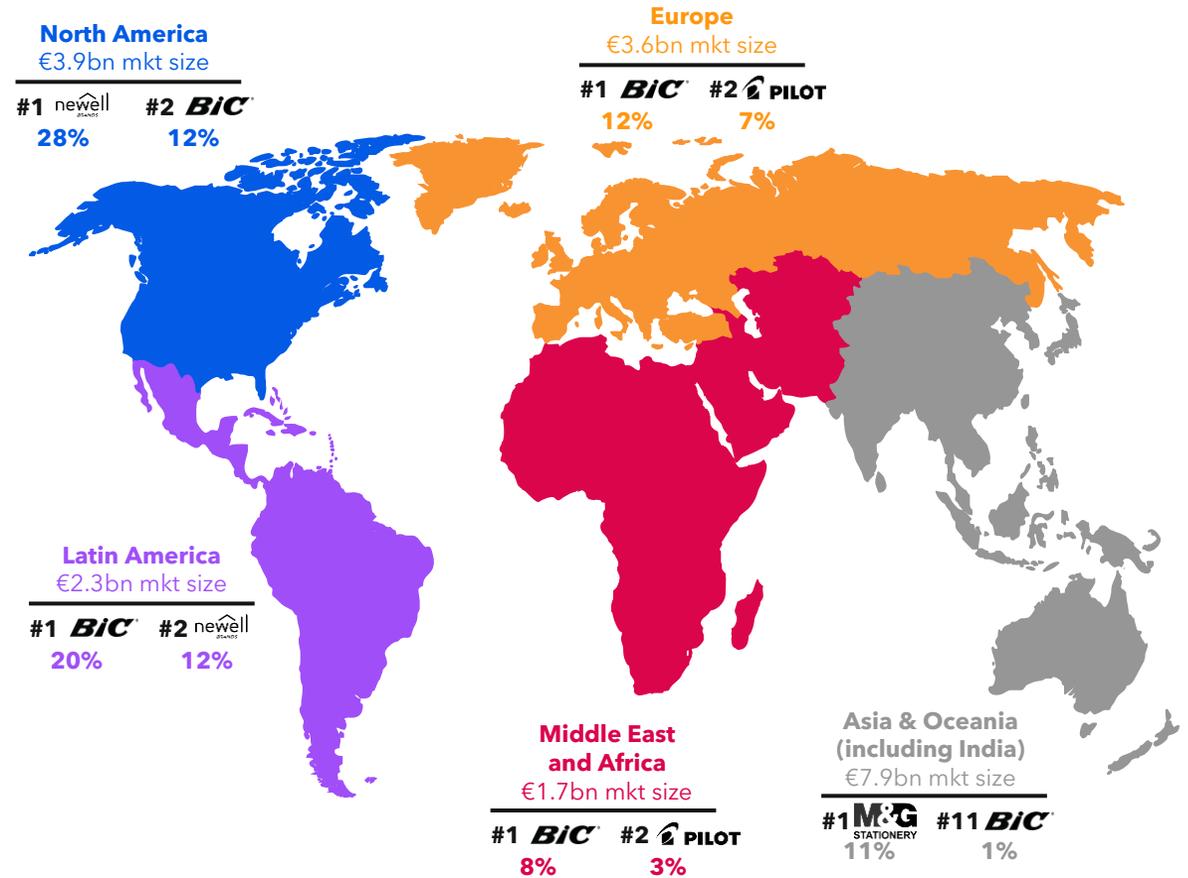


2023 Net sales  
€846m  
+10.2% growth at cc<sup>1</sup>

<sup>1</sup>At constant currency

## BIC's leadership position in Stationery

**BIC Global Rank: #2 and Global Share: 8%**

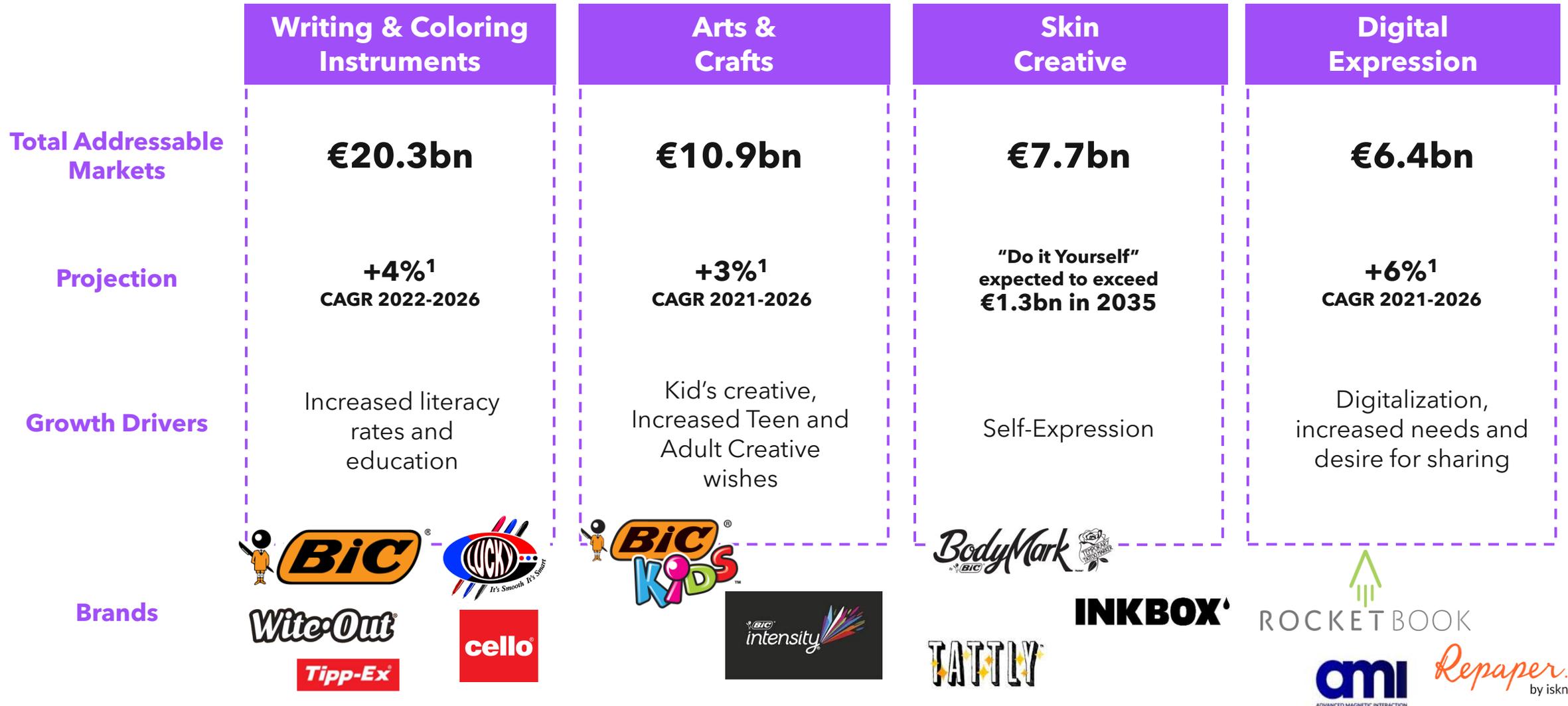


Market share in value, Euromonitor 2022, Writing instruments market



# Human Expression: Overview of BIC's markets

Helping consumers learn, create, share and express themselves

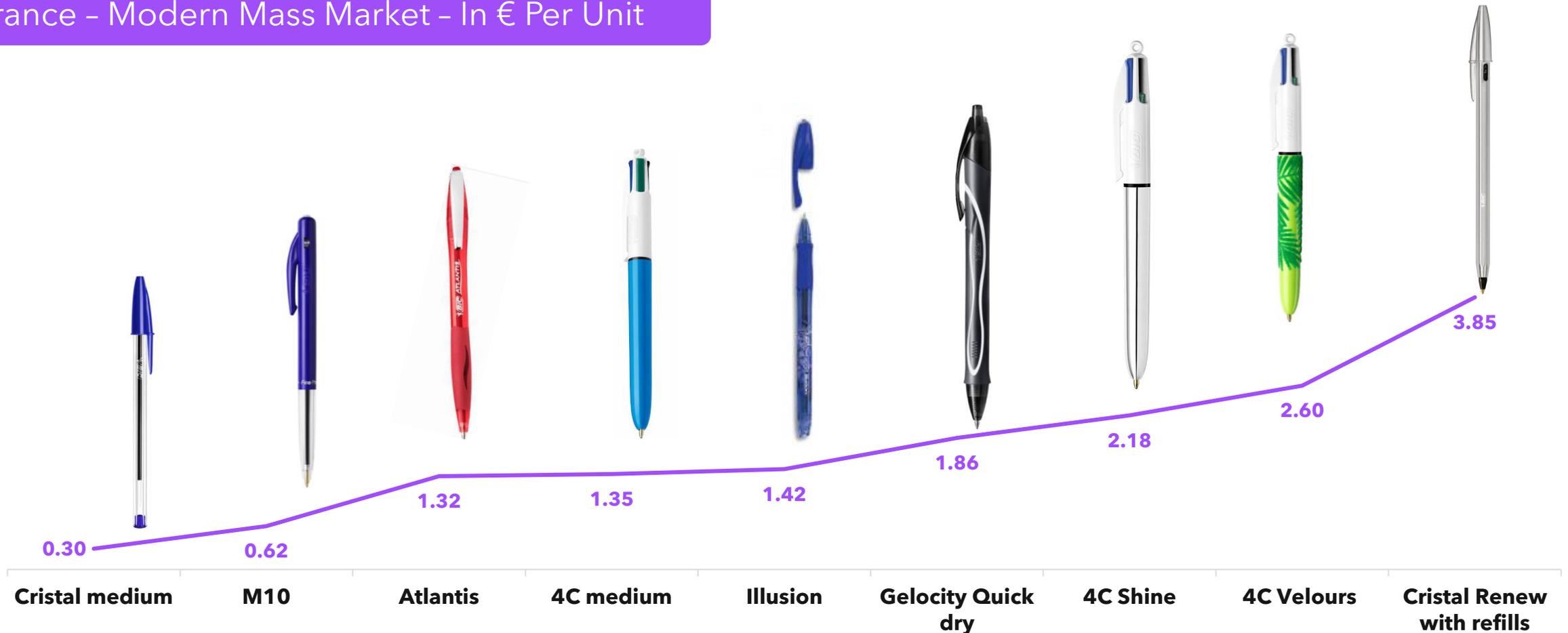


<sup>1</sup> BIC Estimates 2022



# Core Writing Instruments: from classic to added-value products

France - Modern Mass Market - In € Per Unit



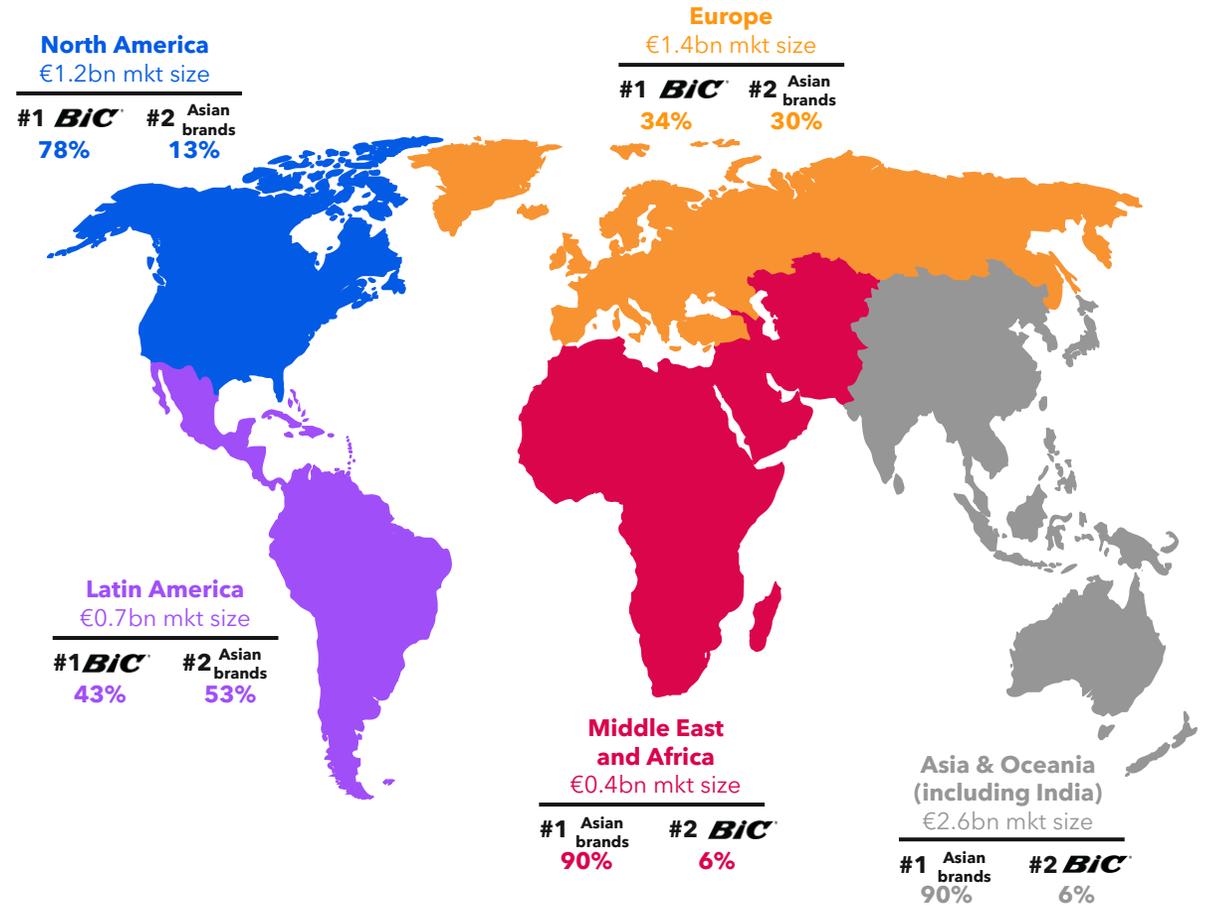
# Flame For Life



2023 Net sales  
€852m  
+3.3% growth at cc<sup>1</sup>

## BIC's leadership position in Lighters

BIC Global Rank: #1 and Global Share: 53%<sup>1</sup>



Source: Market share in value, BIC estimates 2022  
1. Internal Estimates

<sup>1</sup> At constant currency



# Flame for Life: BIC's addressable markets for Flames

Providing safe and affordable flames for all lighting occasions

	Tobacco Usages	Selected Non-tobacco Usages		
		Candles	Barbecues	Gas oven
Total Addressable Markets	\$7.1bn <sup>1</sup>	\$6.8bn <sup>2</sup>	\$6.4bn <sup>3</sup>	More than 2/3 of Developed and Developing countries households are equipped with a stove, out of which 1/3 are gas stoves
Projection	+2.2% CAGR 2021-2025	+6.5% CAGR 2021-2028	+8.0% CAGR 2021-2023	
Growth Drivers	Premiumization, product innovation	At home well-being Lifestyle	Cooking Lifestyle	Cooking

## Brands



<sup>1</sup> Cigarettes and Cigars - Statista (2021)

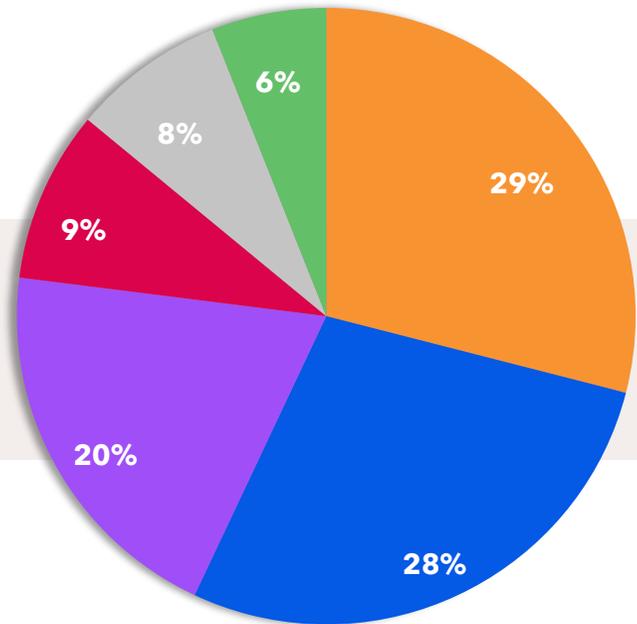
<sup>2</sup> Vantage Market Research (2022)

<sup>3</sup> Statista (July 2022)

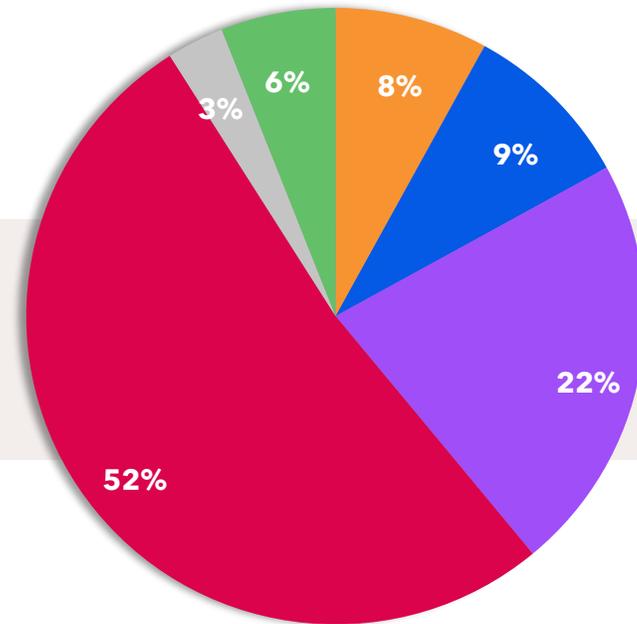


# Flame for Life: Breakdown of Flame Usages

## United States



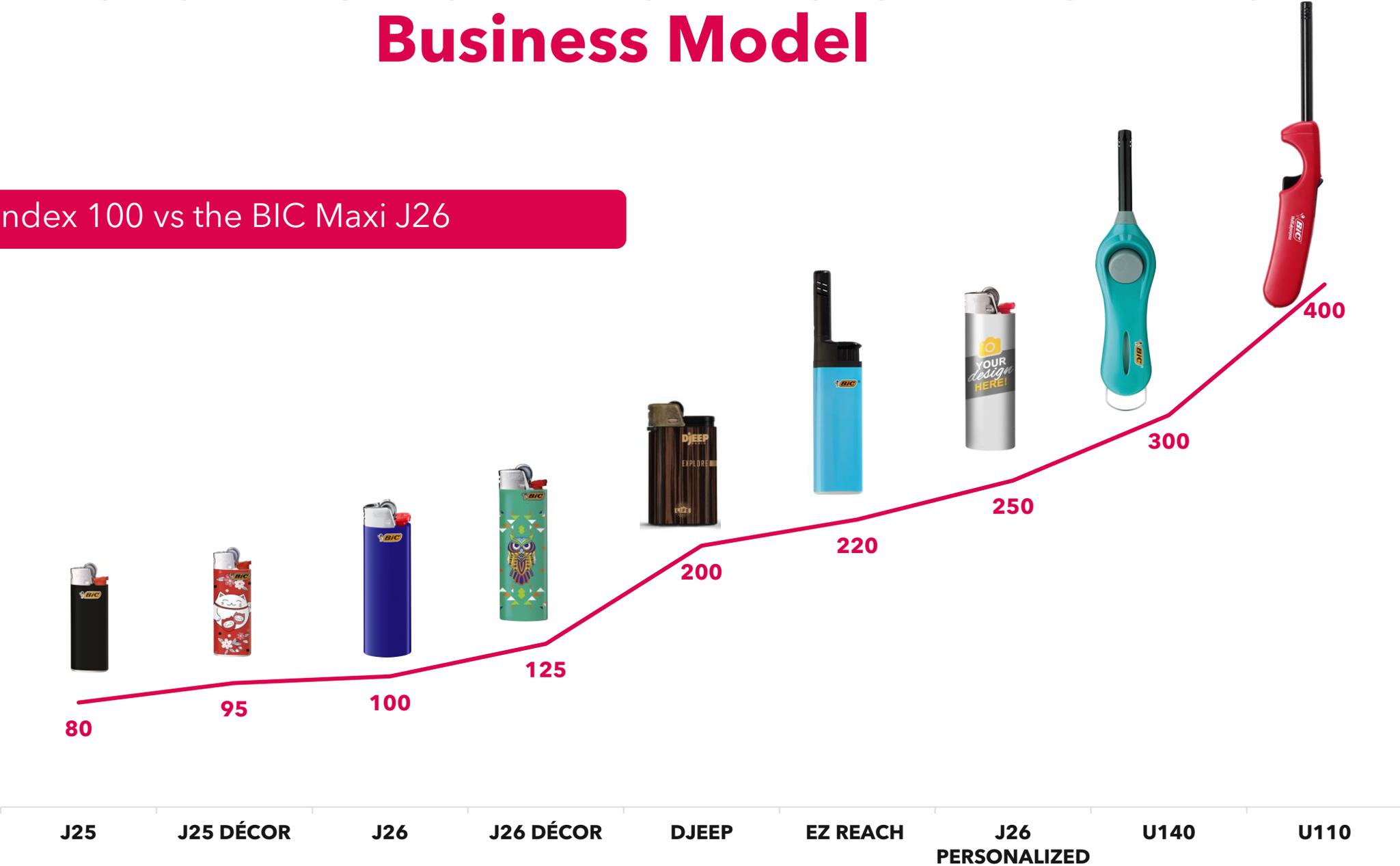
## Brazil



- Smoking
- Candles
- Others
- Gas Stove and Oven
- Barbecues
- Incense

# Flame for Life: Towards a more value-added Business Model

Index 100 vs the BIC Maxi J26



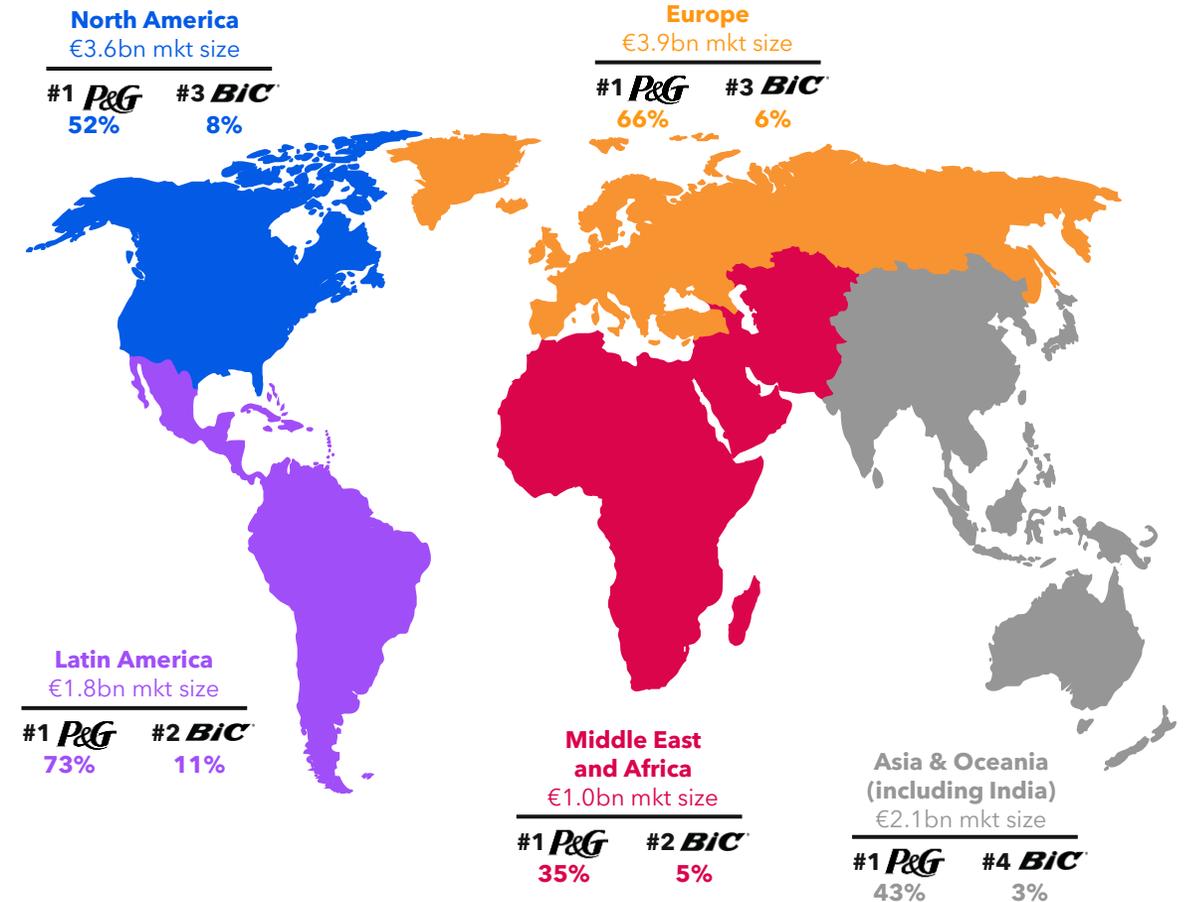
# Blade Excellence



2023 Net sales  
€537m  
+17.8% growth at cc<sup>1</sup>

## BIC's leadership position in Shavers

BIC Global Rank: #3 and Global Share: 7%<sup>1</sup>

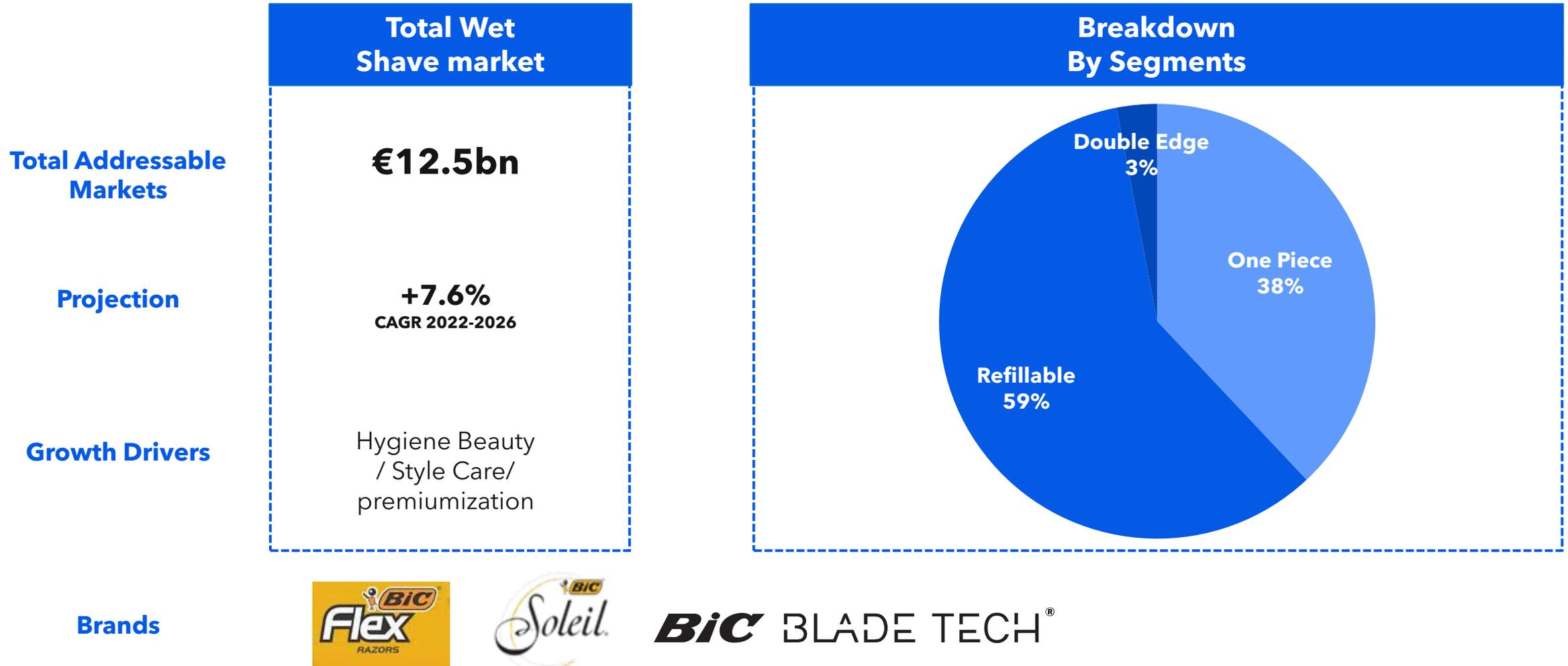


Source: Market share in value, Euromonitor 2022, total wet shave market

<sup>1</sup>At constant currency



# Blade Excellence: BIC addressable markets



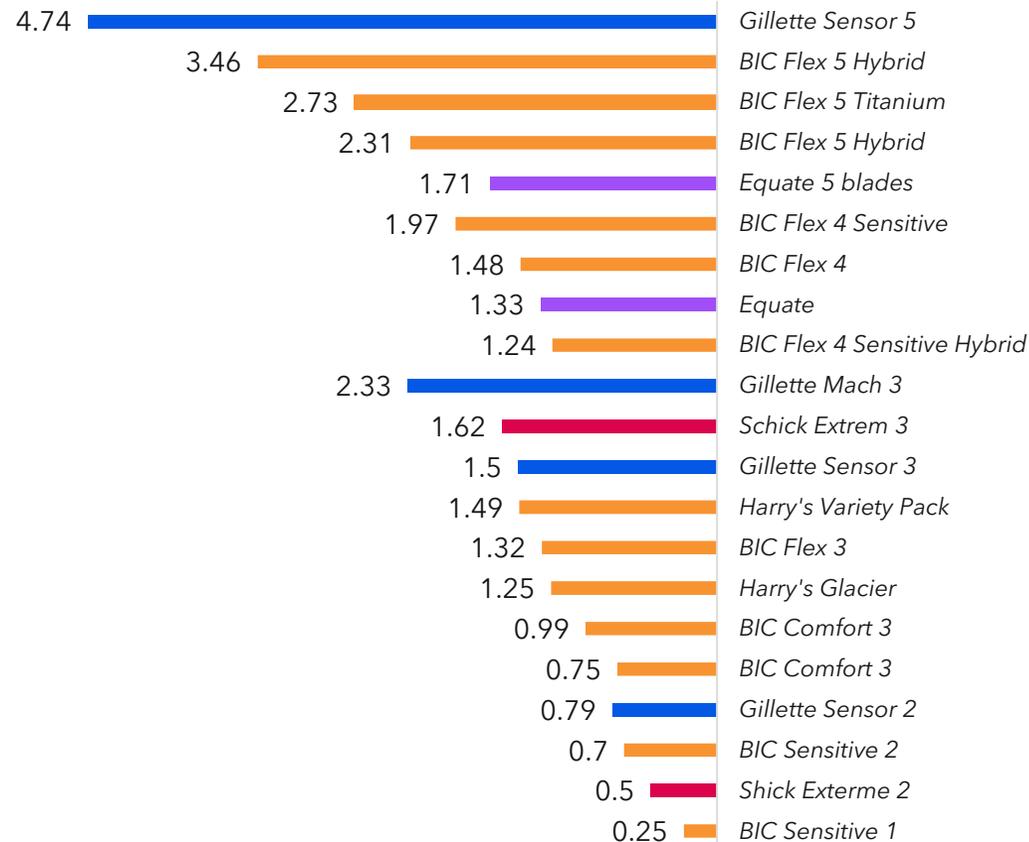
Source: Euromonitor 2022



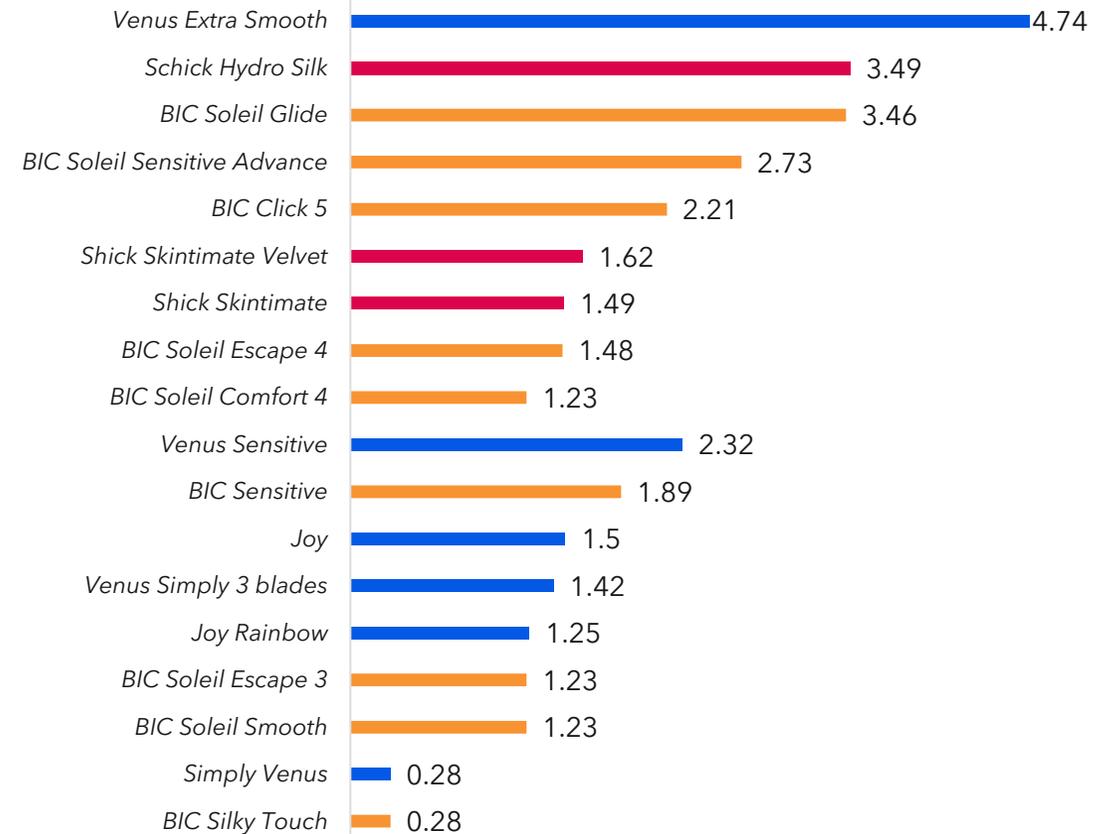
# Snapshot of Wet Shave Market where BIC operates

*BIC Value for Money products (Walmart US - Price per blade - 2022)*

## Men



## Women

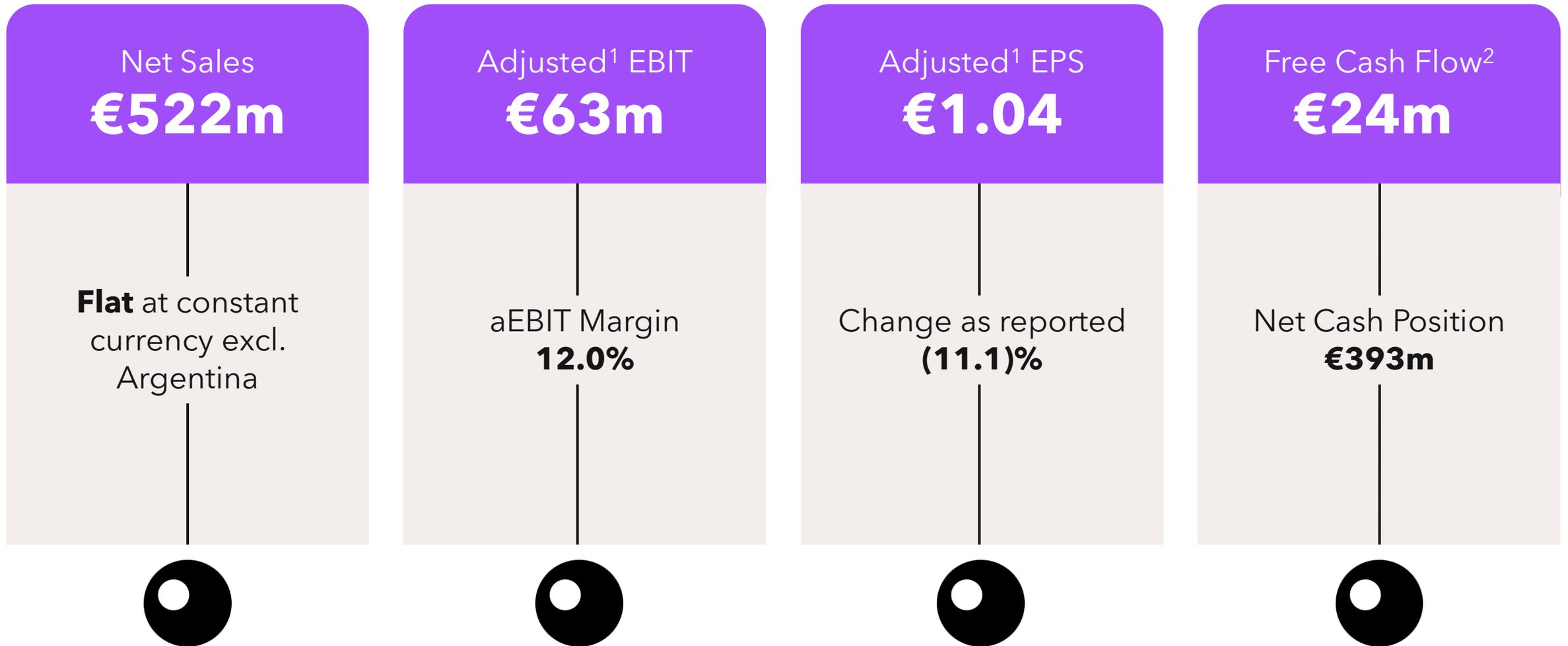


# Operational and Consolidated Results

Focus on Q1 2024



# Q1 2024 Key Financial Figures



<sup>1</sup> See glossary in appendix

<sup>2</sup> Free Cash Flow: before acquisitions and disposals



# Q1 2024 Category Performance Snapshot

## Human Expression



€173.8m  
Net Sales  
+3.9%<sup>1</sup>

€9.2m aEBIT<sup>2</sup>  
5.3% margin

Strong **eCommerce** net sales performance up double digit driven by Europe and North America

**Iconic 4-Color pen** as a significant growth driver fueled by new collections and campaigns

**aEBIT margin improvement** of 3.9 points driven by significant gross profit improvement

## Flame For Life



€207.1m  
Net Sales  
(7.8)%<sup>1</sup>

€63.4m aEBIT<sup>2</sup>  
30.6% margin

**US lighters' performance** negatively impacted by competitive imports coming from Asia

Ramp-up of **EZ Reach lighter** in Europe and Brazil

**Strong commercial execution** and **distribution gains** in Brazil and across Europe

## Blade Excellence



€132.5m  
Net Sales  
+8.8%<sup>1</sup>

€13.8m aEBIT<sup>2</sup>  
10.4% margin

**Robust performance of added-value products** such as 3 blade shavers across key markets

**High-single digit volume growth** driven by Brazil, Europe and Middle East and Africa

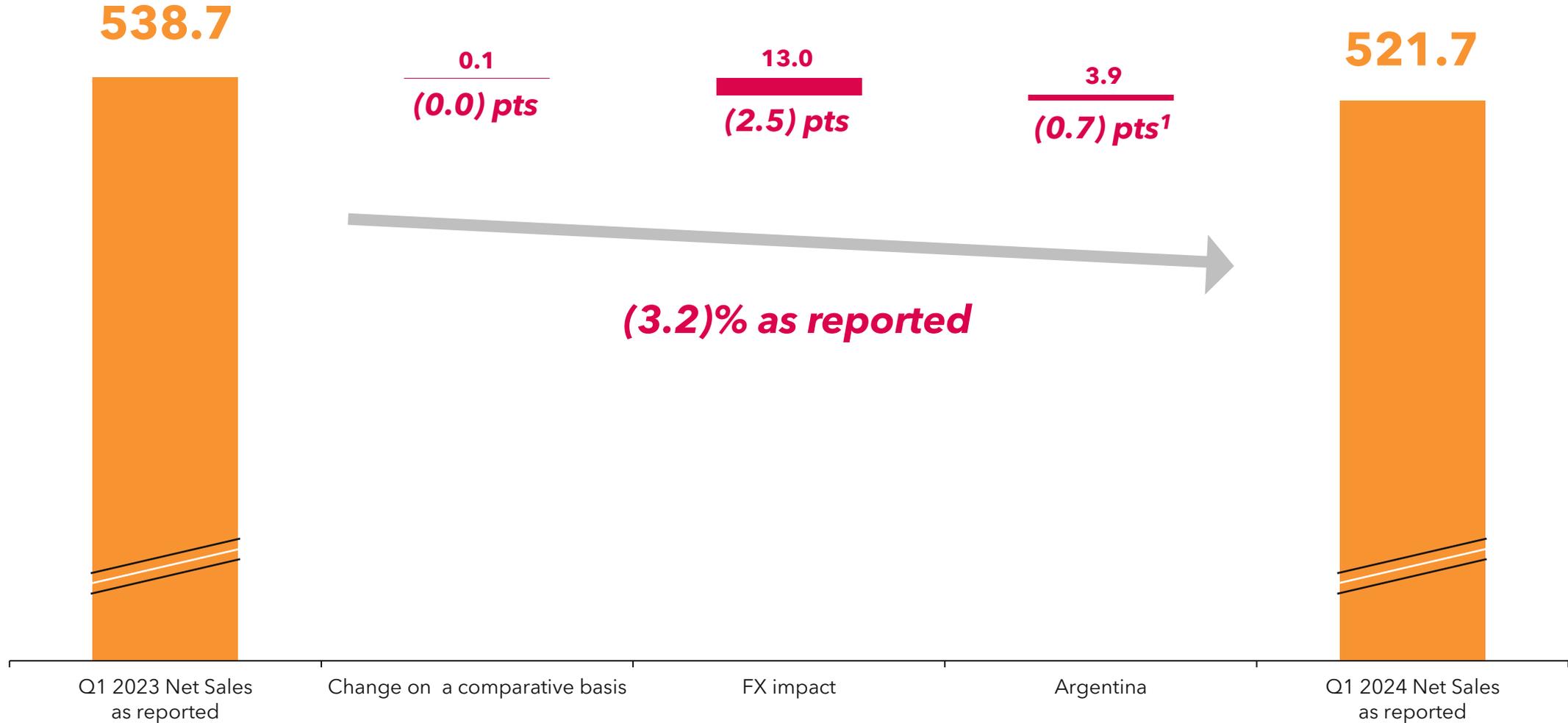
**Solid execution** and successful trade-up strategy in Latin America

<sup>1</sup> Change at constant currency excluding Argentina

<sup>2</sup> Adjusted EBIT: See glossary in appendix

in million euros

# Q1 2024 Net Sales Evolution



<sup>1</sup> Argentina increase at constant currency +5.9 pts and FX impact (ARS) (6.6) pts



# Q1 2024: Key Components of Change in adjusted<sup>1</sup> EBIT Margin



<sup>1</sup> See glossary in appendix

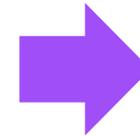
<sup>2</sup> Excluding special team member bonus that will be awarded to team members who have not been granted shares under our regular long term incentive plans and after approval of the exceptional dividend at the Shareholders' meeting



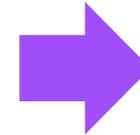
# Q1 2024 Profit & Loss Account

*From adjusted EBIT to Net Income*

in million euros	Q1 2023	Q1 2024
<b>Adjusted EBIT<sup>1</sup></b>	<b>70.0</b>	<b>62.8</b>
Non-recurring items	1.8	(7.8)
<b>EBIT</b>	<b>71.9</b>	<b>55.0</b>
Finance revenues (costs)	(1.2)	(7.8)
<b>Income before Tax</b>	<b>70.7</b>	<b>47.2</b>
<b>Net Income Group share</b>	<b>50.8</b>	<b>34.2</b>
<b>EPS Group share</b>	<b>€1.17</b>	<b>€0.82</b>
<b>Adjusted EPS Group share</b>	<b>€1.17</b>	<b>€1.04</b>



**Q1 2024 non-recurring items:**  
**€(7.8)m** related to special bonus<sup>2</sup>



**Finance revenues (costs)** mainly due to 2024 fair value adjustment related to the Virtual Power Purchase Agreement (VPPA) in Greece and Power Purchase Agreement (PPA) in France



**41,769,641** average outstanding shares (net of treasury shares)

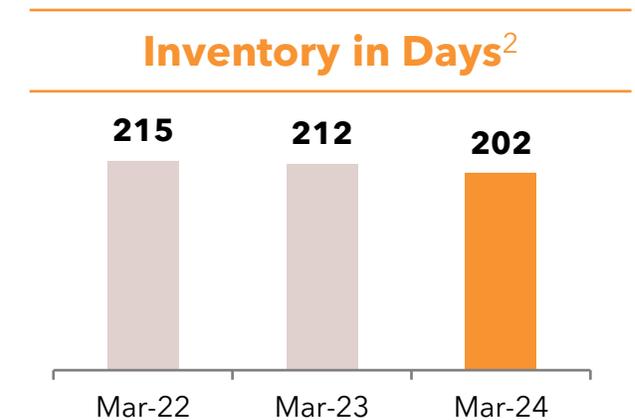
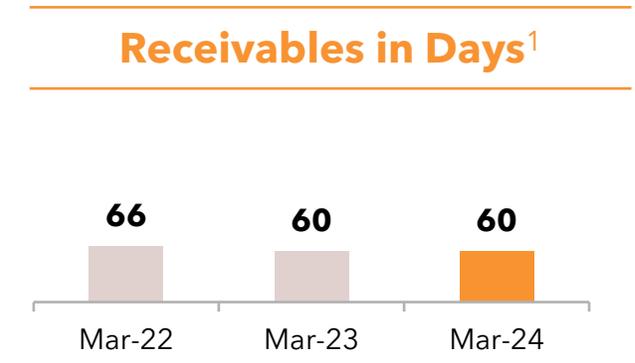
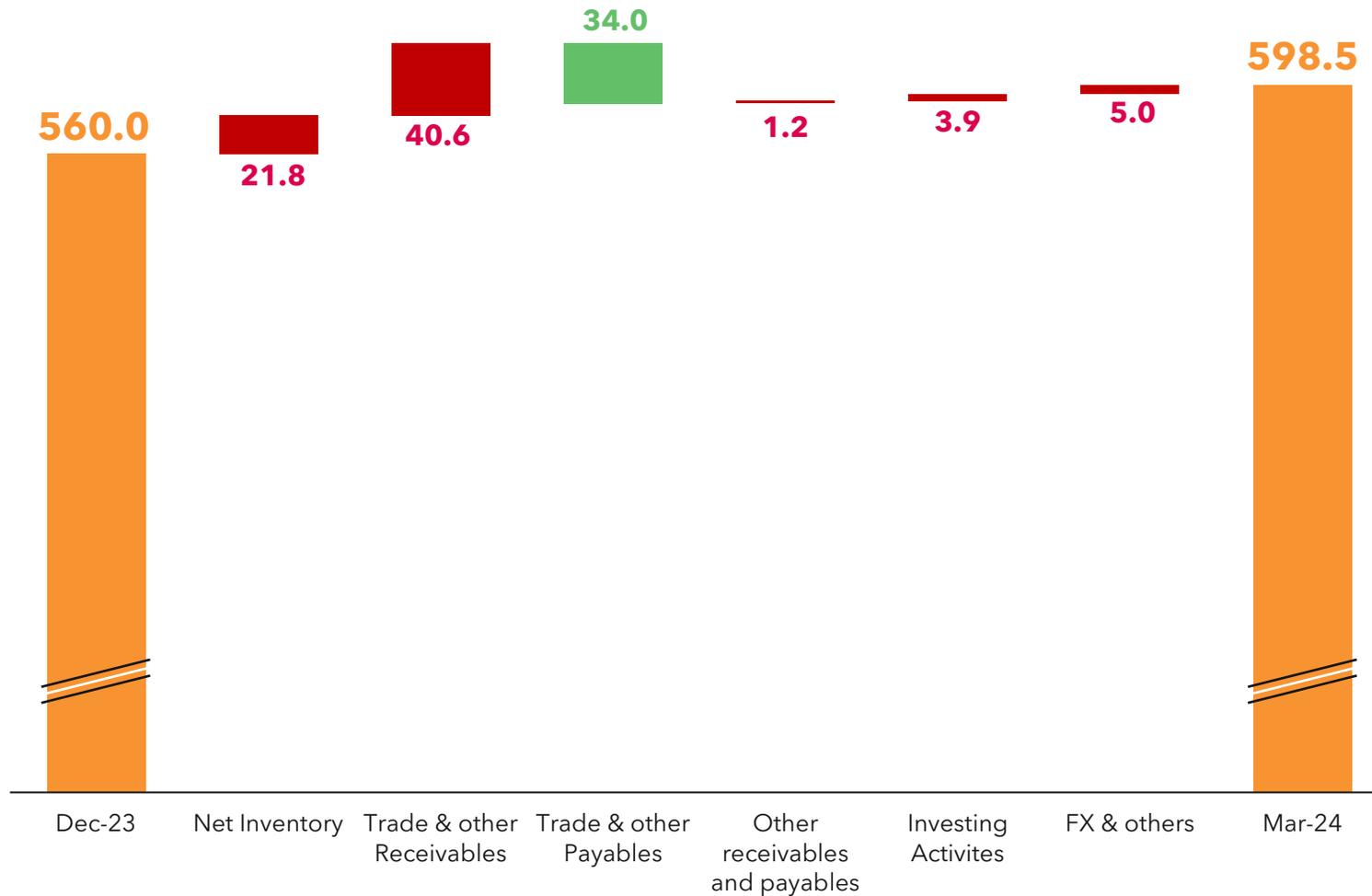
<sup>1</sup> See glossary in appendix

<sup>2</sup> Special bonus that will be awarded to team members, who have not been granted shares under our regular long term incentive plans, and after approval of the exceptional dividend at the Shareholders' meeting



# Q1 2024 Working Capital

in million euros



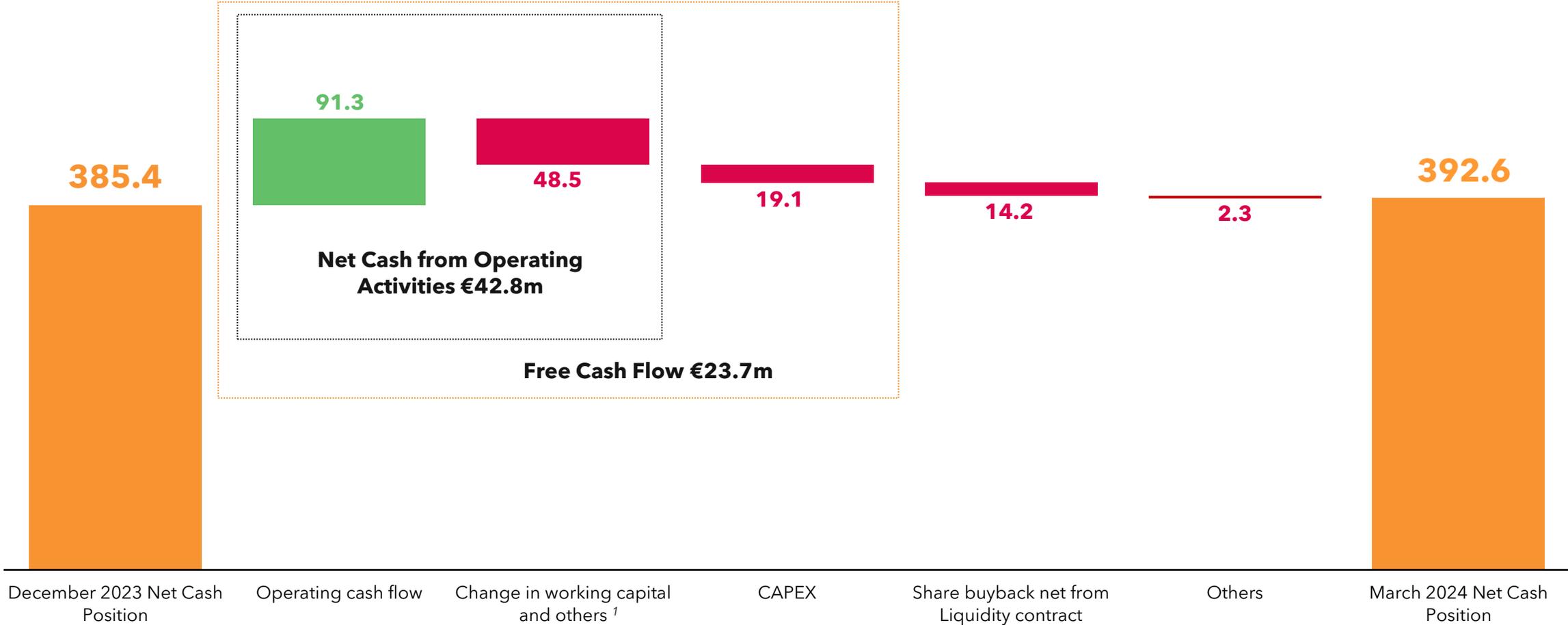
<sup>1</sup> Number of days in net sales (DSO)

<sup>2</sup> Number of days in costs of goods (DIO)



# Q1 2024 Net Cash Position

in million euros



<sup>1</sup> Including income tax paid and pensions contribution

# Corporate Social Responsibility & Sustainable Development



# BIC's Historical Sustainable Development Journey



1950

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



2009

First manufacturer of Writing Instruments to earn the French Ecolabel

A new ambition to mobilize the Group to achieve 2025 objectives



2017

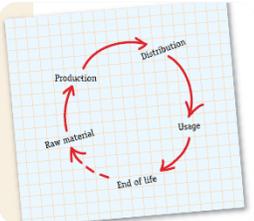
BIC initiates an innovative circular economy model in partnership with Ubiocity



2022

BIC announced its 2030 GHG emission reduction targets

2004



Launch of the Life Cycle Assessment for Pens, Lighters and Shaver (the starting point for BIC eco-design expertise) and Sustainable Development Program

2015

Establishment of the BIC Foundation for Education



2021

BIC integrates EMA, the Group's sustainable scorecard for product evaluation and improvement, to evaluate a products' environmental and societal impacts



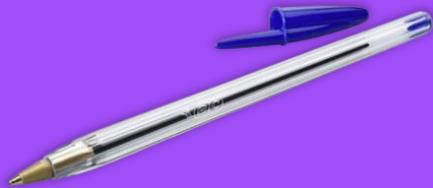
Environmental footprint		3/5
Recycled Plastics	Source of recycled content	2/5
	Recycled plastic content	2/5
	Other bio-based material	0/5
Green Chemistry	Raw materials environmental score	4/5
	Bio-based plastic	0/5
	Other bio-based material	0/5
Light & long-lasting	Light and long-lasting	4/5
	Efficient manufacturing	4/5
Second life	Treatment and recycling	3/5
	Energy mix intensity	4/5
	Constituents local sourcing	5/5
	Product recyclability	2/5
4th	Recycling disturbance	2/5
	Re-use	0/5
	(incl. Reliability & accessibility of retail)	+0
2nd life bonus		+0



# BIC's Long-lasting Products with Low Environmental Impact

**3km**

Up to 3 kilometers  
of writing for a BIC Cristal



**ecolutions™**

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

**3,000**

flames for a BIC®  
Maxi lighter



**16**

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



**60**

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





# BIC's ESG Program and Objectives

## 2025 and 2030 Objectives

## 2023 Achievements

## UN SDGs<sup>1</sup>

**#1 Fostering Sustainable innovation in BIC® products:**

By 2025, BIC will have 100% reusable, recyclable or compostable plastic packaging.  
By 2030, BIC aims for 50% non-virgin petroleum plastic for its products.

81% reusable, recyclable or compostable plastic in consumer packaging  
8% of non-virgin petroleum plastic in products

**#2 Acting against climate change:**

By 2025, BIC will use 100% renewable electricity.

91% of renewable electricity in 2023

**#3 Committing to a safe work environment:**

By 2025, BIC aims for zero accidents across all operations.

36 reported lost-time incidents in 2023 (+37% improvement vs last year)

**#4 Proactively involving suppliers:**

By 2025, BIC will work responsibly with its strategic suppliers to ensure the most secure, innovative and efficient sourcing.

83% of BIC's strategic suppliers have integrated the responsible purchasing program

**#5 Improving lives through education:**

By 2025, BIC will improve learning conditions for 250 million children globally. (cumulative estimated number)

Learning conditions improved for 199 million children since 2018 (cumulative estimated number)



<sup>1</sup> United Nations Sustainable Development Goals



# BIC's Greenhouse Gas (GHG) Emission reduction targets for 2030<sup>1</sup>



<sup>1</sup> 2019 Baseline year



# BIC's Global Memberships and ESG Ratings

WE SUPPORT



**UN Global Compact**

MOODY'S  
ANALYTICS

**Overall score: 58/100**

**Rank in sector: 6/72**



**CDP- Climate Leadership level A-**

MSCI 

**Rating AAA**



**TCFD supporter**

FRENCH BUSINESS  
CLIMATE PLEDGE

LES ENTREPRISES FRANÇAISES  
S'ENGAGENT POUR LE CLIMAT !

**French Business  
Climate Pledge  
member**

---

**S&P Global**

**Overall score: 53**

**Rank in sector: 94th  
percentile**



**ISS - ESG corporate rating of C+  
Quality in the Governance Category  
Award "Prime"**

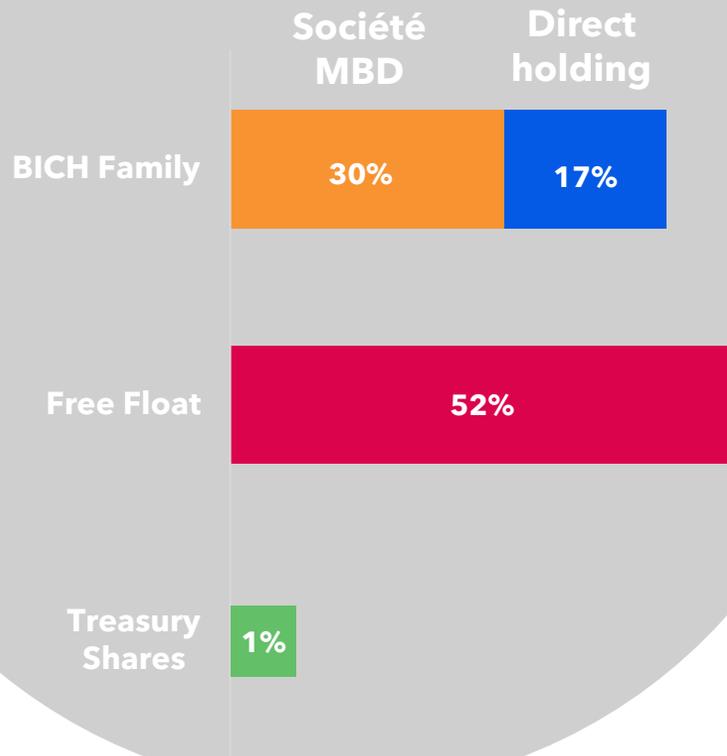


# Governance



# A Family-Controlled Company with Solid Corporate Governance

## Shareholding Structure (December 2023)



## Board of Directors



12 directors



50% independents



50% women



4 nationalities

## Executive Committee



10 members



40% women



5 nationalities

# Board of Directors (as of December 31, 2023)



**Nikos Koumettis**  
Non-Executive Chair and  
Independent Director



**Gonzalve Bich**  
Chief Executive Officer

### Committees

-  Nominations, Governance and CSR
-  Remuneration
-  Audit



**Timothée Bich**



**Marie-Aimée Bich-Dufour** 



**Carole Callebaut Piwnica**  
Independent director  



**Maëlys Castella**  
Independent director  



**Pascal Chevallier**



**Véronique Laury** 



**Héla Madiouni** 



**Candace Matthews**  
Independent Director 



**Société MBD (Edouard Bich)** 



**Jake Schwartz**  
Independent director 



# Executive Committee



**Gonzalve Bich**  
Chief Executive Officer



**Chad Spooner**  
Chief Financial Officer



**Elizabeth Maul**  
Group Insights, Innovation  
& Sustainability Officer



**François Clément-Grandcourt**  
Group Lighters General  
Manager



**Gary Horsfield**  
Group Supply Chain  
Officer



**Mallory Martino**  
Chief Human Resources  
Officer



**Sara LaPorta**  
Group Strategy and Business  
Development Officer



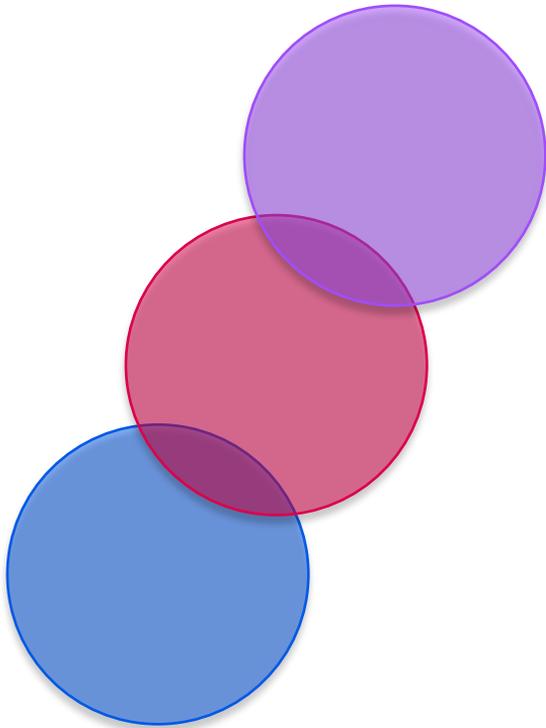
**Chester Twigg**  
Group Commercial Officer



**Esther Wick**  
Group General Counsel



**Jonathan Skyrme**  
General Manager, Skin  
Creative



# Appendices



# Capital and Voting Rights

**As of December 31, 2023, the total number of issued shares of Société BIC is 42,270,689 shares representing:**

- 62,516,167 voting rights.
- 62,064,440 voting rights excluding shares without voting rights

**Total number of treasury shares held at the end of December 2023:  
451,727**



# 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.
- **EBITDA:** EBIT before Depreciation, Amortization (excluding amortization of right of use under IFRS 16 standard) and impairment.
- **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).



# 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 2023 Universal Registration Document filed with the French financial markets authority ("AMF") on March 28, 2024.*

