*Clichy, France – September 7, 2026*

# BIC 2026 STRATEGIC UPDATE

## *BIC to the Future: focused, disciplined, built to grow*

BIC outlines its strategic roadmap to 2030 with an ambition to reignite consistent organic growth, strengthen profitability and cash generation to support value creation. BIC to the Future relies on a clear and more focused portfolio across BIC's four major categories, stronger market execution as well as increased brand investments supported by Group transformation.

### Key highlights:

- **Focus on four everyday essentials categories**, with simplified product portfolio and consumer-centric offering.
- **Drive organic growth** through focused category action plans, brand investment, penetration and selective geographical expansion.
- **Strengthen commercial execution** through a category-led, locally executed model across markets and channels.
- **Simplify and transform the operating model** through productivity and cost efficiency initiatives to support growth, margin expansion and cash generation.
- **Deliver stronger value creation**, with clear 2030 ambitions:
    - **Organic net sales CAGR[1]** of c.3% over 2026–2030,
    - **Adjusted EBIT margin** of more than 15.5% by 2030,
    - **Free Cash Flow** of more than €250 million in 2030, and cumulative Free Cash Flow of €900 million to €950 million over 2027–2030,
    - **Disciplined capital allocation policy** with sustained shareholder returns, reflected by a growing dividend and a payout ratio comprised between 40 and 50% of adjusted EPS.

***Rob Versloot, Chief Executive Officer, said:***
*"With BIC to the Future, we are refocusing on what makes BIC unique: iconic products, trusted brands, unmatched distribution, unique manufacturing expertise and passionate team members.*

*Across our four product categories, we will leverage these strengths and execute focused action plans to become the leader in beautiful, better everyday essentials. We are building a sharper model to win, by simplifying our organization, investing in our brand, growing consumer penetration and increasing the visibility and desirability of our products.*

*With this plan, we have a clear ambition to drive growth, strengthen profitability and cash generation, enabling value creation for all our stakeholders."*

[1] Compound annual growth rate

## A focused portfolio with distinct category roles

BIC to the Future is built around four everyday essentials categories: Stationery, Lighters, Shavers and Brushes. Each one has a tailored set of priorities to drive growth, profitability and cash generation.

In **Stationery**, BIC will focus on penetration, portfolio simplification, activation and local adaptation to fuel growth and improve profitability.

In **Lighters**, BIC will leverage its category champion positioning and profitability engine, with a stronger focus on visibility, availability and brand relevance while unlocking growth in developing markets.

In **Shavers**, BIC will continue to grow its core non-refillable business while expanding selectively in refillables through innovation and new consumer occasions.

In **Brushes**, BIC will scale Tangle Teezer as a global champion and a premium growth platform through brand-led innovation, premiumization and selective channel and geographic expansion.

## Reigniting organic growth through sharper category action plans

BIC to the Future's ambition is to grow steadily, driving organic net sales CAGR of c.3% over 2026–2030. The new growth model is centered on increasing consumer penetration by making BIC products easy to find, easy to choose and top-of-mind across categories, markets and channels.

Across its four categories, BIC will execute focused action plans and build on five key pillars:

- **Portfolio**: simplifying and rightsizing the SKU portfolio to sharpen commercial execution.
- **Brand**: rejuvenate the BIC brand and reinforce mental availability through increased brand support and stronger use of BIC's distinctive brand assets.
- **Geographical expansion**: expanding into new markets to unlock additional growth opportunities.
- **Innovation**: reignite our commercial innovation engine, selectively.
- **Distribution**: increasing physical availability through greater presence and in-store visibility.

## Stronger execution through a category-led, commercially locally executed model

To deliver this strategy, BIC is deploying a clearer operating model that combines global category leadership with strong local market execution. Categories will define global brand strategy, portfolio management, innovation and manufacturing priorities. At the same time, go-to-market execution including distribution, activation, customer relationships and service excellence, will be defined locally. This model is intended to optimize BIC's strategic focus and define clear accountabilities across the Group.

## Transformation to support margin expansion

To support its 2030 financial ambition, BIC is launching a comprehensive transformation program designed to simplify the business, unlock efficiencies and strengthen execution discipline.

The transformation roadmap will focus on four priorities: manufacturing productivity, supply chain and planning, commercial unification, and digital and systems harmonization. The program will require a c.€100 million targeted Opex investment over 2027–2030, with costs front-loaded in 2027 and 2028 to accelerate implementation and progressively unlock benefits through €80 million in annualized recurring savings by 2030, while maintaining a Capex-to-sales ratio at around 4% during the period.

## Circularity as a value-creation lever

Circularity is a core focus of BIC's sustainable development roadmap and a value-creation lever for the Group. Building on work underway in the Lighters category, BIC will scale circular solutions and extend circular design principles across other categories, with a focus on longer product life, refillability, recyclability, disassembly and end-of-life value recovery.

This approach aims at reducing BIC's environmental impact, strengthening business resilience and leveraging its manufacturing expertise and distribution reach, while embedding climate action and people commitments in the operating model.

## 2030 financial trajectory

BIC's 2030 financial framework is designed to translate the strategic plan into stronger financial performance. The Group has the following ambition:

| Financial objectives | 2030 trajectory |
|---|---|
| **Organic net sales CAGR** | c.3% over 2026–2030 |
| **Adjusted EBIT margin** | >15.5% by 2030 |
| **Free Cash Flow** | >€250 million in 2030 |
| **Cumulative Free Cash Flow** | €900 million to €950 million over 2027–2030 |
| **Dividend policy** | Growing dividend, 40 to 50% adjusted EPS payout ratio |

## Event and webcast information

BIC's Strategic Update event will take place on **Tuesday, September 8, 2026**, at BIC's Headquarters in Clichy, France. The event will also be broadcast live.

**The presentation will start at 9:00 am CET and can be accessed at the following link: https://edge.media-server.com/mmc/p/3matpacn/**

A replay of the webcast will be available on BIC's website after the event on the same link.

***

*Statements contained herein that are not historical facts, but rather express expectations or objectives for the future, including, but not limited to, statements regarding BIC's financial objectives, constitute forward-looking statements. Such forward-looking statements are based on BIC management's current views and assumptions and involve known and unknown risks and uncertainties. BIC's actual results and future performance may be affected by numerous risks and uncertainties, in particular as described in the chapter "Risk Factors and Management" of BIC's 2025 Universal Registration Document filed with the French financial markets authority ("AMF") on March 26, 2026*.

## Contacts


Brice Paris
VP Investor Relations
+33 6 42 87 54 73
brice.paris@bicworld.com

Investor Relations
investors.info@bicworld.com

Apolline Celeyron
Global Communications Director
+33 6 13 63 44 43
apolline.celeyron@bicworld.com

Isabelle de Segonzac
Image 7, Press Relations contact
+33 6 89 87 61 39
isegonzac@image7.fr


## Agenda - *All dates to be confirmed*

| | |
|---|---|
| **Third Quarter 2026 Net Sales** | October 28, 2026 |
| **Full Year 2026 Results** | February 24, 2027 |

## About BIC

A global leader in stationery, lighters, shavers and brushes, BIC brings simplicity and joy to everyday life. For 80 years, BIC's commitment to delivering high-quality, affordable, and trusted products has established BIC as a symbol of reliability and innovation. With a presence in over 160 countries, and over 11,000 team members worldwide, BIC's portfolio includes iconic brands and products such as BIC® 4-Color™, Cristal®, BIC Kids®, Lucky™, Tipp-Ex®, Wite-Out®, Djeep®, EZ Load™, EZ Reach®, BIC® Flex™, Soleil®, Tangle Teezer® and more. Listed on Euronext Paris and included in the SBF120 and CAC Mid 60 indexes, BIC is also recognized for its commitments to sustainability and education. For more, visit **www.corporate.bic.com** and to see BIC's full range of products visit **www.bic.com**. Follow BIC on **LinkedIn**, **Instagram**, **YouTube** and **TikTok**.