



Clichy, France - February 24, 2026

FULL YEAR 2025 RESULTS

Challenging year in 2025 with an improved momentum in the second half. Resilient free cash flow generation

Renewed governance and executive leadership team to lead BIC's next phase of growth

Initial strategic actions launched in H2 2025 to streamline the portfolio

FY net sales of €2,090m, -0.9% at constant currency (-4.7% on a comparative basis¹), in a particularly challenging US environment. **Q4 net sales of €495m**, +1.1% at constant currency (-2.3% on a comparative basis¹) with robust performance of Tangle Teezer as well as strong growth in Brazil and Middle East and Africa.

2025 adjusted EBIT of €283m (vs. €343m in 2024), **adjusted EBIT margin of 13.6%** reflecting a decline in gross profit margin, partially offset by some cost control.

2025 adjusted EPS at €4.74 (vs. €6.15 in 2024).

Resilient **Free Cash Flow generation at €222m** (vs. €271m in 2024), reflecting disciplined financial management.

2026 outlook: in this year of transition, BIC anticipates improving organic² net sales trends, a slight expansion in adjusted EBIT margin, as well as stable Free Cash Flow.

Sustained shareholders return policy:

- Ordinary dividend of €2.40 per share³ for fiscal year 2025, to be paid on June 3, 2026, representing an estimated amount of €98m and 51% pay-out ratio.
- Renewed share buyback program of up to €40m to be executed in 2026.

Rob Versloot, CEO, commented:

"2025 was a challenging year for BIC, as we faced significant headwinds across several of our key markets. In this environment, we stabilized performance in the second half and delivered results in line with the expectations I set when I joined as CEO.

We took decisive actions to streamline our brand portfolio by discontinuing underperforming activities and successfully integrating Tangle Teezer, which posted double-digit growth in its first year within BIC. In addition, a new leadership team is now in place, with the clear objective of improving the business going forward, supported by a renewed Board of Directors.

I am fully confident that the strength and power of our brand, our deep distribution network as well as our unique manufacturing capabilities will be instrumental pillars in shaping the future of BIC.

Looking ahead, 2026 is a transitional year as we are laser-focused on simplifying and transforming the organization to drive sustainable profitable growth and long-term value creation."

¹ Organic growth - excluding perimeter impacts from the acquisition of Tangle Teezer in Q4 2024 and the sale of Cello in Q4 2025

² Change on a comparative basis

³ Subject to the May 2026 AGM approval - based on 40,861,314 shares as of December 31, 2025 excluding treasury shares

Key Group financial figures

in million euros	Q4 2024	Q4 2025	FY 2024	FY 2025
Net Sales	517	495	2,197	2,090
<i>Change as reported</i>	(1.6) %	(4.4) %	(2.9) %	(4.8) %
<i>Change on a comparative basis</i>	+2.9%	(2.3) %	+3.1%	(4.7) %
Change on a constant currency basis	+2.9%	+1.1%	+3.1%	(0.9) %
Adjusted EBIT	-	-	343	283
Adjusted EBIT Margin	-	-	15.6%	13.6%
Adjusted Group EPS	-	-	€6.15	€4.74
Free Cash Flow	-	-	271	222

2026 Outlook

In this year of transition and as BIC's renewed leadership team prepares its strategic plan, which will be presented later in the year, BIC anticipates, under current assumptions, improving organic⁴ net sales trends, a slight expansion in adjusted EBIT margin, as well as stable Free Cash Flow.

KEY FINANCIAL HIGHLIGHTS

in million euros	FY 2024	FY 2025
Net Sales	2,197	2,090
Gross Profit	1,103	1,019
<i>Gross Profit margin</i>	50.2%	48.8%
EBIT	290	156
<i>EBIT margin</i>	13.2%	7.5%
Non-recurring items ⁵	53	127
Adjusted EBIT	343	283
Adjusted EBIT margin	15.6%	13.6%

FY 2025 net sales were 2,090 million euros, down 0.9% at constant currency, mainly due to challenging performances in the US and Latin America in Human Expression and Flame for Life. This was partially offset by strong performance of Tangle Teezer, growth in Middle East and Africa and in Blade Excellence in Brazil.

FY 2025 gross profit margin was 48.8% versus 50.2% in FY 2024, driven by higher raw material and electricity costs, the negative impact of tariffs and unfavorable currency fluctuations. This was partially offset by favorable price and mix, continued manufacturing efficiencies and the positive contribution of Tangle Teezer.

FY 2025 adjusted EBIT margin was 13.6% compared to 15.6% last year, mainly driven by the decline in gross profit margin. The change in adjusted EBIT margin was positively impacted by lower operating expenses, more than offset by negative operating leverage.

FY 2025 non-recurring items amounted to 127 million euros (versus 53 million euros in 2024), mainly due to the disposal of BIC's Cello activities in India announced in October 2025 and the discontinuation of Skin Creative activities and Rocketbook announced in December 2025. This mainly includes:

⁴ Change on a comparative basis

⁵ See appendix for detail of non-recurring items on page 13

- **104 million euros** related to the discontinuation of Skin Creative activities and Rocketbook, mainly including goodwill and intangibles impairment, as well as inventory and machinery write-offs. This includes the 19 million euros Rocketbook impairment charge of H1 2025.
- **11 million euros** related to the negative impact of Cello's disposal.
- **10 million euros** of fair value adjustment on the Power Purchase Agreement signed in 2023 in France and on the Virtual Power Purchase Agreement signed in 2022 in Greece.

Net income and earnings per share (EPS)

in million euros	FY 2024	FY 2025
EBIT	290	156
Finance revenue/costs	8	(17)
Income before tax	298	139
Net Income Group share	212	86
Group Earnings per share	€5.10	€2.10
Adjusted Net Income Group share	256	195
Adjusted Group Earnings per share	€6.15	€4.74

2025 finance costs were 17 million euros mainly due to the unfavorable impact of the fair value adjustment of financial assets denominated in US dollar in Brazil and Mexico. This also includes the cost of financing related to the Tangle Teezer acquisition debt.

2025 effective tax rate was 38.0% vs. 28.8% last year. The increase is mainly driven by:

- The full impairment of Rocketbook and the Skin Creative activities following their announced discontinuation.
- The 2024 and 2025 exceptional tax contribution for large companies, as voted under the French government's budget in February 2025.

Excluding these exceptional impacts, **the effective tax rate in 2025 was 28.3%**.

Change in net cash position

in million euros	FY 2024	FY 2025
Net Cash position (beginning of period)	385	189
Net cash from operating activities	+358	+309
• <i>Of which operating cash flow</i>	+471	+400
• <i>Of which change in working capital</i>	+18	+7
• <i>Of which others⁶</i>	(131)	(98)
Capital expenditures	(87)	(87)
Free Cash Flow (before acquisitions and disposals)	271	222
Dividend payment	(178)	(127)
Share buyback	(56)	(40)
Acquisition of Tangle Teezer	(201)	-
Sale of Cello business in India	-	+14
Other items	(32)	(24)
Net Cash position (end of period)	189	234

2025 Free Cash Flow generation was 222 million euros compared to 271 million euros last year. This decrease is mainly related to lower operating cash flow following softer business performance.

⁶ Others include mainly income tax paid for 90 million euros

At the end of 2025, **Net Cash position was 234 million euros**, an increase of 45 million euros compared to last year.

Shareholders' remuneration in full year 2025:

- A total dividend amount of 127 million euros, or €3.08 per share was paid in June 2025.
- 40 million euros in share buybacks were completed by Société BIC. 759,848 shares were purchased at an average price of €52.64 per share.

2025 KEY MILESTONES

Changes in BIC's Board of Directors:

- Following the decisions from the Shareholder's meeting on May 20, 2025, the Board has:
 - Appointed **Edouard Bich** as Non-Executive Chair of the Board, replacing Nikos Koumettis.
 - Appointed **Esther Gaide** as Lead Independent Director, Chair of the Audit Committee and member of the Remuneration Committee, replacing Maëlys Castella.
 - Acknowledged the appointment of **Marie-Edmée Vallery-Radot**, as permanent representative of Société M.B.D. on the Board of Directors, replacing Edouard Bich.
- In September and December 2025, the Board of Directors co-opted four new Directors:
 - **Rob Versloot**, BIC's new CEO, replacing Gonzalve Bich as Director.
 - **Albert Baladi**, replacing Jake Schwartz as Independent Director. Albert Baladi was also appointed member of the Audit Committee and of the Nominations, Governance and CSR Committee.
 - **Geoffroy Bich**, replacing Timothée Bich as Director.
 - **Karen Guerra**, replacing Carole Callebaut Piwnica as Independent Director. Karen Guerra was also appointed Chair of the Remuneration Committee and member of the Nominations, Governance and CSR Committee.
 - The ratification of these co-optations will be proposed at the Shareholder's meeting on May 20, 2026.

Renewed leadership team, with new executives having joined over the last 12 months:

- **Rob Versloot**, Chief Executive Officer.
- **Grégory Lambertie**, Chief Financial and Digital Officer.
- **Alexandra Malak**, Chief People, Communications and Workplace Officer.
- **Alina Asiminei**, Chief Commercial Officer, International.
- **Haven Cockerham**, Chief Commercial Officer, North America.

First strategic actions initiated in the second half of 2025:

- Sale of BIC's Cello activities in India.
- Announced discontinuation of Rocketbook and Skin Creative activities.

OPERATIONAL TRENDS BY DIVISION

Human Expression

in million euros	Q4 2024	Q4 2025	FY 2024	FY 2025
Net Sales	162	138	814	736
<i>Change as reported</i>	(5.4) %	(14.7) %	(3.8) %	(9.6) %
<i>Change on a comparative basis</i>	(1.1) %	(5.8) %	+2.9%	(5.6) %
Change on a constant currency basis	(1.1) %	(9.3) %	+2.9%	(6.3) %
Adjusted EBIT	-	-	62	55
Adjusted EBIT Margin	-	-	7.6%	7.5%

Q4 2025 Human Expression net sales were down 9.3% at constant currency. Excluding the negative impact from the sale of Cello in Q4, net sales were down 5.8%.

FY 2025 net sales were down 6.3% at constant currency mainly due to poor performances in Latin America and the US, and the negative contribution from discontinued activities, more than offsetting solid growth in Middle East and Africa.

- **In Europe**, net sales were slightly down at constant currency following a strong 2024 where BIC's iconic products such as the 4-Color Olympics had been key contributors to growth. However, in 2025 there was a sequential improvement quarter by quarter driven by double-digit growth in the discounters' channel with key distribution gains throughout the year, particularly in Germany. In addition, recently launched products such as the 4-Color Smooth or the new highlighter pastel range (BIC BriteLiner Grip) were key contributors to growth.
- **In North America**, net sales decreased mid-single digit at constant currency in a tough and volatile trading environment. However, performance improved significantly in the second half of the year, while remaining slightly negative. The stationery market in the US was flat and the ball pen segment, where BIC is the most exposed, declined mid-single digits⁷. Against this backdrop, BIC outperformed the market in other key segments such as mechanical pencils and correction, particularly during the back-to-school period.
- **In Latin America**, net sales decreased significantly at constant currency, driven by declines in both Mexico and Brazil. **In Mexico**, BIC was impacted by a challenging consumer environment and high competitive intensity in the Modern Mass market channel, particularly from private labels. **In Brazil**, net sales declined due to strong competition particularly impacting the ball pen and coloring segments. However, net sales performance improved strongly in the second half of the year fueled by growth in value-added segments such as 4-Colors and Gel pens.
- **In Middle East and Africa**, net sales grew mid-single digits at constant currency, mainly driven by the Middle East, South Africa, Nigeria and Kenya. Back-to-School season in key regions was solid leading to significant net sales growth in the fourth quarter, supported by disciplined commercial execution and the continued strong performance of iconic products such as the BIC Cristal pen.

FY 2025 Human Expression adjusted EBIT margin reached 7.5%, compared to 7.6% last year. This was driven by unfavorable currency fluctuations and higher raw material costs, offset by lower operating and other expenses, and favorable price and mix.

⁷ Circana data in value: Year-to-date December 2025

Flame for Life

in million euros	Q4 2024	Q4 2025	FY 2024	FY 2025
Net Sales	216	194	810	723
<i>Change as reported</i>	(0.5) %	(10.4) %	(4.9) %	(10.8) %
<i>Change on a comparative basis</i>	+3.0%	(5.2) %	(0.9) %	(6.7) %
Change on a constant currency basis	+3.0%	(5.2) %	(0.9) %	(6.7) %
Adjusted EBIT	-	-	269	216
Adjusted EBIT Margin	-	-	33.3%	29.9%

Q4 2025 Flame for Life net sales were down 5.2% at constant currency.

FY 2025 net sales were down 6.7% at constant currency, negatively impacted by weak performance in North and Latin America.

- **In Europe**, net sales were slightly down with soft performances in several countries such as Italy and Germany. However, overall growth in the region was driven by further distribution gains in the discounters channel and strong performance mainly in France, Spain and Romania. Additionally, performance was solid in the utility lighter segment, supported by the successful launch of the BIC EZ Load refillable utility lighter in several countries.
- **In North America**, net sales were down significantly particularly in the first half of the year, impacted by a deteriorating trading environment in the US and lower consumption trends. The US pocket lighter market was down 3.7% in value in 2025⁸, with a sequential improvement throughout the year and BIC managed to maintain its market share. Additionally, in a difficult consumer market, the decline in the utility lighter market accelerated in Q4 with a 4.7% decrease in value⁹.
- **In Latin America**, net sales declined due to the poor performance **in Mexico** resulting from tough market conditions in the traditional channel where BIC faced intense competition. **In Brazil**, net sales also declined due to competitive intensity and the overall lighter market slowdown in 2025. However, performance improved in Q4 and BIC strongly outperformed the utility lighters segment.
- **In Middle East and Africa**, net sales performance was robust, mainly driven by volume growth supported by strong commercial execution in Nigeria, as well as distribution gains in Morocco.

FY 2025 Flame for Life adjusted EBIT margin was 29.9%, compared to 33.3% in 2024. This was mainly due to the negative impact of tariffs in H2 and the net sales decline.

⁸ Circana data in value: Year-to-date December 2025. Estimated total lighter measured market (c.70% total market coverage)

⁹ Circana data in value: period from September to December 2025. Estimated total lighter measured market (c.70% total market coverage)

Blade Excellence

in million euros	Q4 2024	Q4 2025	FY 2024	FY 2025
Net Sales	130	154	543	602
<i>Change as reported</i>	+0.6%	+18.1%	+1.2%	+10.8%
<i>Change on a comparative basis</i>	+7.9%	+6.4%	+9.7%	(0.8) %
Change on a constant currency basis	+7.9%	+24.8%	+9.7%	+15.7%
Adjusted EBIT	-	-	101	96
Adjusted EBIT Margin	-	-	18.5%	15.9%

Q4 2025 Blade Excellence net sales were up 24.8% at constant currency. Excluding Tangle Teezer, net sales were up 6.4%.

FY 2025 net sales were up 15.7% at constant currency mainly driven by Tangle Teezer. Excluding Tangle Teezer, net sales were slightly down by 0.8%.

- **In Europe**, net sales at constant currency increased significantly driven by Tangle Teezer's sustained growth. Excluding Tangle Teezer, net sales decreased slightly as a result of softer performance in key countries such as Italy, Greece and Poland which more than offset distribution gains in Eastern Europe. However, key contributors to growth included recent innovations such as BIC Hybrid Flex 5, BIC Refillable Click 3 Soleil and BIC Soleil Escape shavers.
- **In North America**, net sales increased double digits at constant currency driven by Tangle Teezer which delivered solid growth in 2025. Excluding Tangle Teezer, net sales were down mid-single digits, mainly due to challenging market trends in the US and high competitive intensity. In 2025, the US disposable shaver market declined 4.4% in value¹⁰. However, BIC's premium shavers such as the BIC Flex 5 and the recently launched BIC Soleil Glide performed well, supported by successful advertising campaigns.
- **In Latin America**, net sales increased mid-single digits at constant currency. **In Brazil**, BIC continued to expand its distribution through the success of its trade-up strategy towards the triple-blade segment. The BIC Flex and the Soleil family ranges were key growth contributors, boosted by impactful media campaigns. **In Mexico**, in a highly competitive landscape, net sales increased slightly with growth mainly coming from value-added products in the Modern Trade Channel, such as BIC Comfort 3 and BIC Flex 3 Refillable.
- **In Middle East and Africa**, net sales were slightly up at constant currency with a particularly strong performance in Q4, fueled by volume growth and solid commercial execution across key markets including Morocco, Nigeria and the Middle East.
- **Tangle Teezer** delivered outstanding results in 2025, contributing 4.1 points to the Group's net sales performance. Net sales grew double-digit across all key geographies and channels, driven by the ongoing success of The Ultimate Detangler and Mini Ultimate ranges. In 2025, Tangle Teezer outperformed the hairbrush category in its main markets, consolidating its leadership position in the UK and becoming the number 3 player in the US¹¹.

¹⁰ Circana data in value: Year-to-date December 2025.

¹¹ Market share in value. Source: Nielsen (UK) and Circana (US)

FY 2025 Blade Excellence adjusted EBIT margin was 15.9%, compared to 18.5% last year, mainly due to higher electricity and raw material costs, as well as the impact of US tariffs. This was partially offset by favorable price and mix.

APPENDIX

Net sales by geography (in million euros)

	2024	2025	% as reported	% on a comparative basis	% at constant currency
Q4					
Group	517	495	(4.4) %	(2.3) %	+1.1%
Europe	150	158	+5.7%	(2.4) %	+6.5%
North America	196	180	(8.1) %	(5.2) %	+0.3%
Latin America	107	95	(11.5) %	(4.4) %	(4.5) %
Middle East and Africa	36	44	+20.4%	+25.0%	+25.0%
Asia and Oceania	27	17	(37.7) %	(12.1) %	(31.3) %
FY					
Group	2,197	2,090	(4.8) %	(4.7) %	(0.9) %
Europe	698	736	+5.5%	(1.6) %	+6.0%
North America	819	750	(8.4) %	(8.7) %	(4.2) %
Latin America	425	365	(14.0) %	(4.4) %	(4.4) %
Middle East and Africa	162	166	+2.0%	+3.9%	+3.9%
Asia and Oceania	93	73	(21.3) %	(10.0) %	(15.8) %

Net sales by division (in million euros)

	2024	2025	% as reported	FX impact	Perimeter impact ¹²	% on a comparative basis
Q4						
Group	517	495	(4.4) %	(5.5) %	+3.4%	(2.3) %
Human Expression	162	138	(14.7) %	(5.4) %	(3.5) %	(5.8) %
Flame for Life	216	194	(10.4) %	(5.2) %	+0.0%	(5.2) %
Blade Excellence	130	154	+18.1%	(6.7) %	+18.4%	+6.4%
Other products	9	9	(0.7) %	+0.0%	+0.0%	(0.7) %
FY						
Group	2,197	2,090	(4.8) %	(3.9) %	+3.8%	(4.7) %
Human Expression	814	736	(9.6) %	(3.3) %	(0.7) %	(5.6) %
Flame for Life	810	723	(10.8) %	(4.1) %	+0.0%	(6.7) %
Blade Excellence	543	602	+10.8%	(4.9) %	+16.5%	(0.8) %
Other products	30	30	+1.3%	+0.0%	+0.0%	+1.3%

¹² Including the acquisition of Tangle Teezer in December 2024 and the sale of BIC's Cello activities in India in Q4 2025.

Impact of change in perimeter and currency fluctuations on net sales

in %	Q4 2024	Q4 2025	FY 2024	FY 2025
Perimeter	+0.0	+3.4	+0.0	+3.8
Currencies	(2.5)	(5.5)	(2.2)	(3.9)
• of which USD	+0.4	(3.2)	+0.0	(1.5)
• of which BRL	(1.6)	(0.1)	(0.7)	(0.7)
• of which MXN	(0.7)	+0.2	(0.2)	(0.4)
• of which ARS	(2.1)	(1.3)	(3.8)	(0.6)
• of which CAD	(0.0)	(0.2)	(0.0)	(0.2)
• of which NGN	(0.6)	+0.1	(0.8)	(0.1)
• of which TRY	(0.2)	(0.3)	(0.5)	(0.2)
• of which RUB and UAH	(0.2)	+0.3	(0.2)	+0.1

EBIT and adjusted EBIT by division

in million euros	EBIT		Adjusted EBIT	
	FY 2024	FY 2025	FY 2024	FY 2025
Group	290	156	343	283
Margin	13.2%	7.5%	15.6%	13.6%
Human Expression	34	(62)	62	55
Margin	4.1%	(8.4)%	7.6%	7.5%
Flame for Life	263	218	269	216
Margin	32.4%	30.2%	33.3%	29.9%
Blade Excellence	83	84	101	96
Margin	15.2%	13.9%	18.5%	15.9%
Other Products	(4)	(5)	(4)	(5)
Unallocated costs	(85)	(79)	(85)	(79)

Condensed Profit & Loss Statement

in million euros	FY 2024	FY 2025
Net Sales	2,197	2,090
Cost of goods	1,094	1,071
Gross profit	1,103	1,019
Operating and other expenses	813	863
EBIT	290	156
Finance revenue/costs	8	(17)
Income before tax	298	139
Income tax expense	(86)	(53)
Net Income Group Share	212	86
Group Earnings per Share (in euros)	5.10	2.10
Average number of shares outstanding (net of treasury shares)	41,561,522	41,111,812

Balance Sheet¹³

in million euros	December 31, 2024	December 31, 2025
Assets		
• Property, plant & equipment	610	590
• Investment properties	1	0
• Goodwill and intangible assets	558	423
• Other non-current assets	160	152
Non-current assets	1,329	1,165
• Inventories	539	478
• Trade and other receivables	456	422
• Other current assets	52	69
• Other current financial assets and derivative instruments	6	18
• Cash and cash equivalents	456	461
Current assets	1,510	1,448
Total Assets	2,839	2,613
Liabilities & Shareholders' Equity		
Shareholders' equity	1,793	1,665
• Non-current borrowings	168	154
• Other non-current liabilities	192	196
Non-current liabilities	360	350
• Trade and other payables	173	153
• Current borrowings and financial debt	167	164
• Other current liabilities	346	281
Current liabilities	686	598
Total Liabilities & Shareholders' Equity	2,839	2,613

¹³ 2024 Balance sheet restated following the final purchase price allocation of Tangle Teezer, as well as reclassification of uncertain tax position from deferred tax liabilities to non-current tax liabilities.

Working Capital and Cash Flow Statement

Working Capital (in million euros)	FY 2024	FY 2025
Total Working Capital¹⁴	553	509
• Of which inventories	539	478
• Of which trade and other receivables	456	422
• Of which trade and other payables	(173)	(153)

Cash Flow Statement (in million euros)	FY 2024	FY 2025
Group Net income	212	86
• Amortization and provisions	132	119
• Other non cash transactions	127	195
Cash Flow from operations	471	400
• (Increase)/decrease in net current working capital	18	7
• Others	(131)	(98)
Net cash from operating activities (A)	358	309
• Capital expenditures	(87)	(87)
• Purchase of Tangle Teezer	(201)	0
• Cello disposal	-	14
• Others	5	13
Net cash from investing activities (B)	(284)	(60)
• Dividends paid	(178)	(127)
• Borrowings/(Repayments)/(Loans)	178	(32)
• Share buyback program	(56)	(40)
• Others net cash from investing activities	(17)	(24)
Net cash from financing activities (C)	(73)	(223)
Net Free Cash Flow net of bank overdrafts (A+B+C)	1	26
Opening cash and cash equivalents net of bank overdrafts	468	456
• Net Free Cash Flow net of bank overdrafts (A+B+C)	1	26
• Foreign exchange difference	(12)	(21)
Closing cash and cash equivalents net of bank overdrafts	456	461

¹⁴ 2024 figure (€556m) restated following the final purchase price allocation of Tangle Teezer

Reconciliation with Alternative Performance Measures

Adjusted EBIT Reconciliation (in million euros)	FY 2024	FY 2025
EBIT	290	156
• Special team member bonus ¹⁵	+8	-
• Tangle Teezer acquisition costs	+4	-
• H1 Tangle Teezer inventory fair value adjustment	-	+6
• Restructuring expenses	+6	-
• Virtual Power Purchase Agreement in Greece and Power Purchase Agreement in France ¹⁶	+16	+10
• Djeep earnout ¹⁷	-	(4)
• Cello divestiture	-	+11
• 2024 Inkbox impairment	+20	-
• Discontinuation of Skin Creative activities and Rocketbook ¹⁸	-	+104
Adjusted EBIT	343	283

Adjusted EPS Reconciliation (in euros)	FY 2024	FY 2025
Group EPS	5.10	2.10
• Argentina hyperinflationary accounting (IAS29)	(0.04)	-
• Special team member bonus ¹⁵	+0.14	-
• Tangle Teezer acquisition costs	+0.08	-
• H1 Tangle Teezer inventory fair value adjustment	-	+0.10
• Restructuring expenses	+0.10	-
• Virtual Power Purchase Agreement in Greece and Power Purchase Agreement in France ¹⁶	+0.29	+0.18
• Djeep earnout ¹⁷	-	(0.09)
• Cello divestiture	-	+0.10
• 2024 Inkbox impairment	+0.48	-
• Discontinuation of Skin Creative activities and Rocketbook	-	+2.35
Adjusted Group EPS	6.15	4.74

¹⁵ Special bonus paid in 2024 to employees who have not been granted shares under the regular long term incentive plans

¹⁶ BIC signed a Virtual Power Purchase Agreement in November 2022 in Greece and a Physical Power Purchasing Agreement in November 2023 in France, as part of its sustainability strategy

¹⁷ Earn out provision reversal

¹⁸ Including 98 million euros of goodwill/intangibles impairment as well as inventory and machineries write-offs

Net cash position reconciliation (in million euros)	December 31, 2024	December 31, 2025
Cash and cash equivalents (1) ¹⁹	+459	+469
Current borrowings (2)	(150)	(145)
Non-current borrowings (3)	(120)	(90)
Net Cash Position (1) - (2) - (3)	189	234

Share Buyback Program

Société BIC	Number of shares acquired	Average weighted price (in €)	Amount (in €m)
January 2025	-	-	-
February 2025	28,126	59.90	1.7
March 2025	85,046	62.17	5.3
April 2025	97,649	59.73	5.8
May 2025	-	-	-
June 2025	-	-	-
July 2025	-	-	-
August 2025	44,012	54.34	2.4
September 2025	103,290	53.30	5.5
October 2025	53,527	49.73	2.7
November 2025	348,198	47.78	16.6
December 2025	-	-	-
Total	759,848	52.64	40.0

Capital and voting rights

As of December 31, 2025, the total number of issued shares of Société BIC is 40,861,314 shares, representing:

- 57,596,814 voting rights
- 57,417,040 voting rights excluding shares without voting rights

Total number of treasury shares held at the end of December 2025: 179,774.

¹⁹ Including other current financial assets (8 million euros for 2025 and 3 million euros for 2024)

Glossary

- **Adjusted:** Adjusted means excluding non-recurring items.
- **Constant currency basis:** Change at constant currency figures are calculated by translating the current year figures at prior year average exchange rates.
- **Comparative basis (organic growth):** Change at constant currency and constant perimeter.
- **EBIT:** Earnings Before Interest and Taxes.
- **Adjusted EBIT margin:** Adjusted EBIT as a percentage of Net Sales.
- **EPS:** Earnings per share.
- **Free Cash Flow:** Operating cash flow less change in working capital & others less capital expenditures.
- **Net cash position:** Cash and cash equivalents + Other current financial assets - Current borrowings - Non-current borrowings (excluding financial liabilities as per IFRS 16 definition).

Société BIC consolidated financial statements as of December 31, 2025, were approved by the Board of Directors on February 24, 2026. A presentation related to this announcement is also available on the BIC website (www.bic.com). The Group's Statutory Auditors have largely completed their audit procedures on these consolidated financial statements and the audit report relating to the certification of these financial statements will be issued upon completion of the procedures required for the filing of the Universal Registration Document. This document contains forward-looking statements. Although BIC believes its expectations are based on reasonable assumptions, these statements are subject to many risks and uncertainties. A description of the risks borne by BIC appears in the section "Risk Factors and Management" in BIC's 2024 Universal Registration Document (URD) filed with the French financial markets authority (AMF) on March 27, 2025.

WEBCAST AND CONFERENCE CALL

Rob Versloot, Chief Executive Officer, and Grégory Lambertie, Chief Financial and Digital Officer, will present **BIC's Full Year 2025 results** during a webcast and a conference call **on February 25, 2026, at 8:30 AM CET**:

- To participate in the webcast, join via the following link:
 - <https://edge.media-server.com/mmc/p/ymy7jmt7>
- To participate in the conference call, dial in by phone using the numbers available at the following link:
 - <https://register-conf.media-server.com/register/B11c64c60b57974231bbfbd45049686f3b>

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AGENDA

All dates to be confirmed

First Quarter 2026 Net Sales	April 28, 2026
Annual General Meeting	May 20, 2026
First Half 2026 Results	July 29, 2026
Third Quarter 2026 Net Sales	October 28, 2026

ABOUT BIC

A global leader in stationery, lighters, and shavers, 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 steadfast 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](#).