

Global Footprint

€2,233.9 m
2022 Net Sales

15,898
workforce⁽¹⁾

€208.9 m
Net Income Group Share

89
Nationalities

**29 million BIC®
products
bought every day**

5.7%

Share of non-virgin
petroleum plastic in BIC®
products

76%

Share of renewable energy
used (as a % of total
consumption)

65.5%

of strategic suppliers
integrated the responsible
purchasing program

70%

Reusable, recyclable
or compostable
plastic in consumer
packaging

Innovation

9% of Net Sales from
innovations launched in
the previous three years

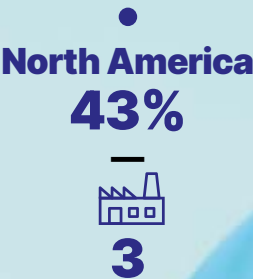
(1) BIC workforce includes permanent employees, fixed-term contracts and agency temporary staff.



Our global footprint allows us to bring consumers high-quality products that meet their evolving needs, while minimizing the Group's environmental impact.

92% of BIC® products manufactured in BIC factories

Net Sales by region and number of BIC factories



 : BIC factories.



From Vision to Leadership

BIC is a world leader in Stationery, Lighters and Shavers. For the past 75 years, BIC has met consumer needs with high-quality, safe, affordable and essential products trusted by everyone. BIC is one of the world's most recognized brands, with products sold in more than 160 countries.

OUR VISION

Bring simplicity and joy to everyday life to people all over the world.

It is this passion that drives our team members each day.



OUR VALUES

- + Integrity
- + Sustainability
- + Responsibility
- + Ingenuity
- + Teamwork
- + Simplicity

OUR MISSION

Create high quality, safe, affordable, essential products, trusted by everyone

STRONG FUNDAMENTALS



High quality

When we created our first product, the BIC® Cristal® ballpoint pen, we decided to focus on the essentials: a simple, high-quality product, sold at the right price, to facilitate an everyday gesture and to be used by anyone, everywhere.

Inventive

We succeeded in responding effectively to consumers' changing expectations. Our R&D teams work proactively to identify consumer needs and come up with innovations to meet them.

Reliable

We created consumer loyalty by offering the same high quality throughout the product's life: more than 2km of writing from one BIC® Cristal® ballpoint pen, 3,000 ignitions from one BIC® Maxi pocket lighter, and 17 shaves from a BIC® Flex 3 Shaver.

Sustainable

We are committed to creating long-lasting products with a light environmental footprint, manufactured with a minimum of resources. We use an eco-design approach, integrating alternative solutions such as the use of recycled materials or bioplastics in many products.



Horizon Strategic Plan

Launched in 2020, BIC's *Horizon Plan* is pushing the boundaries of our businesses. Its goal is to ensure long-term profitable growth by refocusing the Group around the twin pillars of **consumer-centricity** and **sustainability**.



Horizon aims to unlock category growth by expanding total addressable markets and tapping into new fast-growing segments driven by evolving consumer aspirations. It takes BIC's Sustainable Development journey to the next level and transforms our approach to plastics with a focus on recycling and alternative materials. It consolidates our business model, by capturing an increasing value share of our markets, with a sharp focus on execution and return on investment.

Horizon leverages our strong innovation capacities and manufacturing excellence, to generate incremental revenues through new routes to market. Finally, it capitalizes on the BIC brand in our core markets, building on new lifestyles to grow a comprehensive portfolio of consumer-led brands.



The first initiative has been reframing BIC's three historic business divisions into new core identities. **Human Expression** is moving classic and essential stationery into the new rapidly rising fields of creative and digital expression. **Flame for Life** delivers innovative, creative solutions for every occasion when a flame is required; it deploys BIC's technical excellence to consolidate a sustainable, high-value business model. **Blade Excellence** is reinforcing BIC's own-brand operations by leveraging blade manufacturing expertise and innovation legacy, and also by extending the Group's presence into the B-to-B segment.

Strategic focus

Horizon embodies BIC's mission to monitor and anticipate new consumer trends and bring consumers high-quality products that meet their developing needs. Over the past years, we have been bringing that vision to life by:

- > Enlarging our key markets into fast-growing adjacent segments, with a focus on value-creation
- > Leveraging our capacity for innovation and industrial excellence to boost revenue in seizing new business opportunities
- > Capitalizing on BIC's unique identity to accompany new trends, and build an enriched portfolio of consumer-centric brands



The *Horizon Plan* has five key objectives:

Reframe our three categories to accelerate top-line growth

Take our Sustainable Development journey to the next level

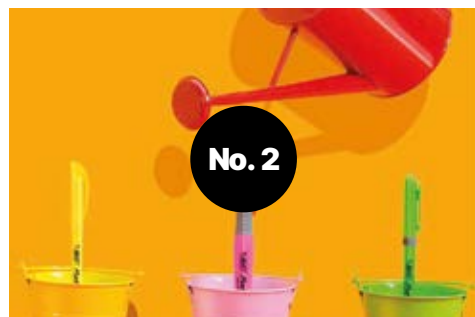
Remain on a mid-single digit growth trajectory

Maintain strong cash-flow conversion

Sustain solid return to shareholders



Leadership Positions



Human Expression

Human Expression takes us into a whole new world of personal expression and creativity. We are expanding into fast accelerating markets: Arts & Crafts, Skin Creative and Digital Writing.

BIC No. 2 worldwide Writing instrument manufacturer with ca. **8%** market share⁽¹⁾
2022 Net Sales: **€839m** and **37%** of Group Net Sales

- BIC's growing Skin Creative range includes semi-permanent tattoos (Inkbox), temporary tattoos (Tattly), and erasable BodyMark® pens.
- The Rocketbook® range of reusable notebooks combines a traditional handwriting experience with the power of the Cloud, offering consumers the best from both worlds.
- BIC helps consumers to express their emotions with an ever-increasing range of creative writing instruments that also respect the environment, like the BIC® Ecolutions® and ReVolution® ranges.

(1) Euromonitor 2021.



Flame for Life

Flame for Life's main goal is to deliver safe high-quality solutions for every occasion when people need flames.

BIC No. 1 worldwide Branded lighter manufacturer with ca. **55%** market share⁽¹⁾
2022 Net Sales: **€872m** and **39%** of Group Net Sales

- With DjEEP®, BIC strengthened its portfolio in the added-value segment of decorated lighters. The www.bic.com website offers special editions and enables consumers to create sets of personalized lighters.
- BIC's EZ Reach™ lighter has been designed specifically for non-smoking usages. In 2022, this new product accounted for 5.4% of the U.S pocket lighter market, while Utility models contributed 11% of BIC's 2022 Lighter Net Sales.
- BIC's new solutions provide not only the safest, but also the most sustainable flame. The J26 BIC® Ecolution™ lighter is manufactured from recycled and bio-based materials and boasts 30% less CO₂eq per flame than the iconic J26 model.

(1) Euromonitor 2021 and BIC estimates (excluding Asia).



Blade Excellence

Blade Excellence is focused on reinforcing its one-piece business with consumer-driven and sustainable added-value products, leveraging the Groups' advanced R&D legacy and manufacturing excellence. BIC also offers its high-precision manufacturing technology to other brands via BIC Blade-Tech, its B-to-B business.

BIC No. 2 worldwide Shaver manufacturer in the non-refillable segment with ca. **22%** market share⁽¹⁾
2022 Net Sales: **€497m** and **22%** of Group Net Sales

- Launched end of 2022, BIC®'s EasyRinse™ is a new razor for men and women featuring first-of-its kind blade design and patented anti-clogging technology.
- BIC® Bamboo shaver combines a moveable head with a handle made from responsibly sourced bamboo. BIC® Click Soleil 5 refillable shaver with a handle featuring more than 40% recycled material.
- BIC Blade-Tech expands into the entire wet shave sector. This new business is ramping up successfully and contributed 15% of the Blade Excellence division's growth in 2022.

(1) IRI/NIQ 2022, Disposable and Hybrid brands included.



Trends are Opportunities

Our brands



Exploring new means of Human Expression

Consumers are looking for attractive brands they can identify with. As a value and valued brand, BIC meets their everyday needs in categories like writing.

Interest in Arts & Crafts is growing, as people look for new forms of expression and spend more time on creative activities, particularly at home. We estimate that the Arts & Crafts market will grow by 3% by 2025⁽¹⁾.

Another means of expression has emerged, as more young people see their bodies as canvases for fluid self-expression. The fast-growing Skin Creative market – which includes temporary tattoo markers, temporary decals, henna tattoos and semi-permanent tattoos – should exceed €1.3 billion in 2031⁽¹⁾.

Young people and adults are all becoming digital nomads, driving demand for ever more innovative digital tools that are available anytime, anywhere.

Addressing all flame occasions

Tobacco consumption is decreasing, with non-smoking usages accounting for 75% of flame occasions: candles, cooking activities now represent the majority of these usages in both developed and developing regions, driving increasing demand for utility lighters.

Consumers are increasingly looking for even more customization. They thus build an emotional connection with brands that offer them personalized decoration, along with innovative and more sustainable products.

Sustainability considerations are guiding consumer behavior: people are looking for products – including lighters – which contain more recycled materials.

Evolving grooming habits and increasing demand for more environmentally friendly products

Grooming habits are evolving, with less frequent facial shaving but more body shaving and trimming, calling for high quality blades.

Beauty and personal care markets are growing, notably among women looking for more innovative and value-added products.

The e-commerce landscape has changed considerably and is expanding rapidly for all types of products. Consumers have adopted this new retail channel in their purchasing habits.

(1) BIC estimates.



How our Business Model Creates Value

● RESOURCES

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 has also developed a strong Diversity, Equity & Inclusion program.

15,898 workforce⁽¹⁾
547.5 million euros payroll costs
16,238 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
92% of Net Sales from products
manufactured in BIC factories

Sustainable procurement strategy

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

1,236.5 million euros purchases of raw
materials, consumables and services
330 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.

1,876.3 million euros Shareholder Equity
300.0 million euros Net Cash
from Operating Activities
359.9 million euros of Net Cash Position

Innovation

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

311 patents granted at the end of 2022
1.1% of Net Sales invested in R&D

⁽¹⁾ BIC workforce includes permanent employees, fixed-term contracts and agency temporary staff.

Sustainability



Acting on our "just what's necessary" philosophy to reduce our environmental impact

● HORIZON STRATEGY to ensure long-term profitable growth

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

—

**Leverage innovation
capabilities and
global manufacturing
excellence**

—

**Capitalize on BIC's
consumer-centric
brands and market reach**

—

Consumer Trends



**Desire for authenticity,
individuality and
creative expression**



Committed to a safe work environment, and promoting diversity, equity and inclusion

Create long-term value for all stakeholders

● VALUE CREATION

Well-being and security at work

We strive to ensure that everyday tasks are fulfilling and safe.

70⁽¹⁾ work accidents
1.52% rate of absenteeism

Reduced environmental footprint

We reduced our footprint from a product's creation through to the end of its lifecycle, including a recycling strategy and controlling emissions from BIC's factories and headquarters.

-19.1% water consumption⁽²⁾
-4.7% energy consumption⁽²⁾
-2.2% waste production⁽²⁾
-18.1% greenhouse gas emissions (scope 1 & 2 location based)⁽²⁾
-0.6% greenhouse gas emissions (scope 3)
(2) per ton of production between 2021 and 2022.

Long-lasting products

We innovate to respond to consumer needs and create high-quality, safe, affordable, essential products trusted by everyone.

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

Long-term profitable growth

We remain committed to ensuring financial value creation and sustainable returns to shareholders.

2,233.9 million euros Net Sales
208.9 million euros Net Income
96.3 million euros Capital Expenditure
134 million euros of return to shareholders
203.7 million euros Free Cash Flow

Education as a priority

We are committed to improving learning conditions for children around the world.

90 philanthropic projects supported
187 million children have benefited from improved learning conditions since 2018
900,000 euros invested in philanthropic projects

HUMAN EXPRESSION

OUR VISION

Bring simplicity and joy to everyday life

BLADE EXCELLENCE

FLAME FOR LIFE

Acceleration of online consumption

Demand for eco-responsible products



Sustainability

Sustainable Development has guided BIC's approach to doing business for over 20 years. Our "Writing the Future, Together" program established five major commitments to acting as a responsible company, and limiting our environmental footprint.



1. Fostering sustainable innovation in BIC® products

Simple, inventive designs, with less raw materials and long-lasting performance: sustainable development is embedded into BIC® products starting from the design phase

2025-2030 Commitments	2022 Key achievements and results
<ul style="list-style-type: none"> • By 2025, the environmental and/or societal footprint of all BIC® products will be improved • By 2025, 100% of consumer plastic packaging will be reusable, recyclable, or compostable • By 2030, we will use 50% non-virgin petroleum plastic or alternatives in our products 	<ul style="list-style-type: none"> • 100% of new products manufactured by BIC are subject to environmental and societal measurement thanks to the systematic usage of EMA⁽¹⁾ • A version of EMA⁽¹⁾ for packaging is employed to have a complete performance of the final product • 16 BIC® products labeled <i>NF Environnement</i> • 70% of reusable, recyclable or compostable plastic in consumer packaging

2. Acting against climate change

We deploy a global approach to energy consumption (energy efficiency, use of renewable energy, etc.) based on a Group roadmap and local choices

2025 Commitments	2022 Key achievements and results
<ul style="list-style-type: none"> • By 2025, BIC aims for 100% renewable electricity use⁽²⁾ 	<ul style="list-style-type: none"> • In 2022, 76% of electricity came from renewable energy sources • In terms of energy efficiency, the Group continues to progress. Over the last 10 years, energy consumption per ton of products decreased by 10.5% • BIC was awarded an A- leadership 2022 CDP score on Climate Change

(1) Environmentally & socially Measurable Advantage.

(2) Initial Writing the Future, Together – #2 Acting Against Climate Change commitment of 80% renewable energy was achieved in 2020. An ambition of 100% was established in 2021.



3. Committing to a safe work environment

The Group is committed to the safety, health and well-being of its team members

2025 Commitments	2022 Key achievements and results
<ul style="list-style-type: none">• By 2025, BIC aims for zero accidents across all operations	<ul style="list-style-type: none">• Update of the Group's EH&S policy, signed by the CEO and shared to all facilities• Organization of safety days to engage and train team members on EH&S topics• Identification of two key focus areas to achieve the Zero Lost Time Incidents target by 2025:<ul style="list-style-type: none">- setting up machine safety level thresholds across all sites; and- increasing the safety culture maturity among our team members

4. Proactively involving suppliers

Being a responsible company requires control of our entire value chain. Our purchasing team analyzes all risks and selects and collaborates with our most strategic suppliers on implementing a responsible approach

2025 Commitments	2022 Key achievements and results
<ul style="list-style-type: none">• By 2025, BIC will work responsibly with its strategic suppliers to ensure the most secure, innovative and efficient sourcing	<ul style="list-style-type: none">• Integration of 65.5%⁽¹⁾ of strategic suppliers in the responsible purchasing program• Mandatory responsible purchasing training program for buyers through a new training platform which will offer in 2023 a new training module on sustainable procurement• Design of a procurement digital ecosystem integrating sustainable procurement tools (ex. Ecovadis, CO₂ measuring tools) with Buy4BIC modules

5. Improving lives through education

Because education has the power to change the world, it has always been at the heart of the Group's concerns

2025 Commitments	2022 Key achievements and results
<ul style="list-style-type: none">• By 2025, BIC will improve learning conditions for 250 million children, globally	<ul style="list-style-type: none">• Learning conditions improved for more than 187 million children since 2018• 67% of philanthropic contributions promoted education (product or financial donations)

(1) Excluding BIC Graphic, new acquisitions and certain OEMs.



Creating opportunities: Winning together as OneBIC

The driving force behind *Horizon* are our team members across the globe. They are our most important asset, working together as one strong unified team. At BIC, we are proud of the dynamic company culture we have built, empowering each and every one to play an active role and contribute to our overall success.

In this way *Horizon* is framing everything we do, from talent acquisition to learning and development. In 2022, our actions focused on employee engagement, career development and inclusive people management.

Growing as human beings

Our new Learning and Development (L&D) strategy is a direct expression of *Horizon*. It focuses on growing skills by delivering engaging and personalized experiences for individuals that help them acquire the competencies they need to stay ahead of the game. In 2022, 63% of employees received the equivalent of 129,900 training hours.

We relaunched our learning eco-system with a new program based on three pillars:

- **Leadership Signature Series:** 360° programs focused on leadership development, including coaching and mentoring;
- **On-Demand Digital Learning:** a best-in-class digital learning platform, focused on personalized individual skills development open to all team members;
- **Team Empowerment:** customized performance solutions – supplied by in-house coaches and facilitators – for full teams and individual team members.

Supporting the personal development of our people is an essential aspect of how we create a positive work environment and retain talented staff. We do this by offering opportunities and resources they need to grow and develop their skills.

Managing our talent

At BIC, we want to empower our team members to be in control of their career path.

In 2022, we implemented a new dedicated IT system throughout the Group as a one-stop destination where everyone can manage their personal information and keep track of their progress.

We also went live with our new Employee Value Proposition (EVP): *"It's a colorful world, make your mark"*. Capturing who we are as a Company and what it means to work at BIC. It is a powerful tool to attract the best talent. The EVP is being rolled out across BIC's new careers website, careers blog, and social media.

Global diversity is part of BIC's DNA

Our diversity is our strength. The BIC team has 15,898 team members from 89 nationalities, and we are committed to build a workplace marked by equity and inclusion where everyone can thrive. 2022 saw significant progress as we achieved the figure of 32% of women in leadership positions⁽¹⁾ vs. 29% in 2021. In addition, we launched our first Employee Resource Groups (ERG), networks of team members based on shared characteristics or background, sponsored by BIC. We are confident that this initiative will pave the way to our future success, by enhancing diversity recruitment, helping new team members to become embedded in the company and even in contributing to the development of new products aimed at specific customer groups as our team members are also users of our products.

The program is currently implemented in North America, before being rolled out to the rest of the world.

Actionable insights

BIC's consumer-led business strategy carries over into our people policy, and we are adopting a data-driven approach to get a better understanding of our teams. One of the most powerful ways we have to connect with our team members globally is our annual employee Engagement survey. In 2022 we made it a priority to rethink our approach on how we structure, administer, and interpret the survey to better reflect the changing needs of our workforce and take action. The results of the last Engagement survey are more than encouraging: 89% of our team members participated and we achieved an overall satisfaction score of 75%, a result we are extremely proud of.



75%
satisfaction score
achieved at the 2022
Engagement
survey

(1) Level four and above.

Governance

Clear and well-structured, our governance is organized to ensure the proper functioning of the Group and the respect of its values. In 2022, BIC strengthened its governance bodies to ensure the success of our consumer-centric strategy and our *Horizon* plan.

11 members
36% women
3 nationalities

11 Directors
50% women⁽¹⁾
50% independents⁽¹⁾
3 nationalities
8 Board meetings in 2022
98.8% attendance rate

Executive Committee

Missions

- Implements BIC's strategy
- Defines the Group's long-term ambitions
- Coordinates and provides guidance on the various functions of the Group's management
- Manages the major risks identified in BIC's risk mapping

Board of Directors

Missions

- Determines the Group's strategy
- Defines objectives and boundaries
- Provides direction and a set of expectations and guidelines to the CEO
- Monitors the company's performance

CEO

Nominations, Governance and CSR Committee

Remuneration Committee

Audit Committee

Shareholding structure

As of December 31, 2022, the total number of issued shares of SOCIÉTÉ BIC was **43,952,226**, representing **64,927,313** voting rights

46%
Bich family
voting rights:
63%



53%
Public

1%
Treasury shares

(1) Excluding Director representing employees in accordance with Article L. 22-10-7 of the French Commercial Code.



Board of Directors

BIC's Board of Directors is committed to defining the Group's strategy and is supported by three specialized committees: the Remuneration Committee, the Audit Committee and the Nominations, Governance and Corporate Social Responsibility (CSR) Committee.



Nikos Koumettis

Non-Executive Chair and Independent Director

Appointed Independent Director on May 18, 2022 by BIC's AGM

Appointed Non-Executive Chair by the Board on May 18, 2022

Expertise: Management, Consumer, Distribution, International



Gonzalve Bich

Director and Chief Executive Officer

Director and Chief Executive Officer since May 16, 2018

Expertise: Management, Strategy, Growth, Sustainability, Human Resources



Elizabeth Bastoni

Independent Director

Appointed Independent Director on May 15, 2013. Chair of the Remuneration Committee, and of the Nominations, Governance and CSR Committee, Interim Lead Director between May 19, 2021 and May 18, 2022

Expertise: Consumer, CSR, Human Resources



Vincent Bedhome

Director

Representing the employees. Appointed Director on December 13, 2017.

Member of the Remuneration Committee
Expertise: Manufacturing



Marie-Aimée Bich-Dufour

Director

Appointed Director on May 22, 2019. Member of the Nominations, Governance and CSR Committee

Expertise: Legal, CSR



Timothée Bich

Director

Coopted Director on December 10, 2019, ratified by BIC's AGM on May 20, 2020

Expertise: Finance, International



Maëlys Castella

Independent Director

Appointed Independent Director on May 22, 2019. Chair of the Audit Committee and Member of the Remuneration Committee

Expertise: Finance, CSR, Innovation



Marie-Pauline Chandon-Moët

Director

Appointed Director on May 28, 2003

Expertise: Consumer, Management



Candace Matthews

Independent Director

Appointed Independent Director on May 10, 2017. Member of the Audit Committee and of the Nominations, Governance and CSR Committee
Expertise: Management, Distribution, Consumer, International



Société MBD

Director

Represented by Edouard Bich. Appointed Director on May 24, 2006. Member of the Audit Committee
Expertise: Investing, Finance



Jake Schwartz

Independent Director

Appointed Independent Director on May 20, 2020. Member of the Audit Committee

Expertise: Digital, Finance, Management

GOVERNANCE EVOLUTION

- Marie-Pauline Chandon-Moët, who has been a Director since 2003, did not wish to seek renewal of her mandate. To succeed her, the Board of Directors recommended, on February 14, 2023, the appointment of Véronique Laury, upon the proposal of the Bich Family. This nomination will be submitted to the Shareholders' Meeting on May 16, 2023.
- On February 14, 2023, the Board of Directors also acknowledged Elizabeth Bastoni's decision to step down from her position as Independent Director, Chair of the Compensation Committee and of the Nominations, Governance and CSR Committee, effective from the next Shareholders' Meeting, for personal reasons. Upon recommendation of the Nominations, Governance and CSR Committee, the Board of Directors of March 17, 2023 recommended the nomination of Carole Callebaut Piwnica as an Independent Director. This appointment will be submitted to the Shareholders' Meeting on May 16, 2023.
- Following the resignation of Inna Kostuk in October 2022, the selection process for a new Director representing employees is ongoing at the date of this Universal Registration Document and the Group Committee will appoint this director before the Shareholders' Meeting.

Executive Committee

Experts at the service of the *Horizon* strategy.

 <p>Elizabeth Maul Group Insights, Innovation & Sustainability</p> <p>Goal: develop our portfolio of innovative products to match consumers' expectations, especially in response to their need for creativity, self-expression, and their expectations for sustainable development</p>	 <p>Chad Spooner Group Finance</p> <p>Goal: evolve to a best-in-class finance function by establishing reliable, transversal processes, and continue to ensure the accuracy of financial reporting and efficient planning to drive our global financial performance</p>	 <p>François Clément-Grandcourt Group Lighters</p> <p>Goal: continue to grow the Lighter category through its unique manufacturing process and R&D, maintaining a strong focus on safety and quality</p>
<p>Gary Horsfield Group Supply Chain</p> <p>Goal: reinforce the efficiency of our production through centralized purchasing and an « end-to-end » supply chain while preserving the security, quality and accessibility of our products</p> 		<p>Mallory Martino Human Resources</p> <p>Goal: build organizational and people capabilities in support of the long-term strategy, through the implementation of effective talent acquisition, talent management and talent development processes and solutions</p> 
 <p>Sara LaPorta Strategy and Business Development</p> <p>Goal: develop a comprehensive corporate strategy, identify and analyze business growth opportunities</p>	<p>Gonzalve Bich Chief Executive Officer</p>	 <p>Thomas Brette Partnerships and New Business</p> <p>Goal: develop our eco-system of partnerships and skills, to foster long-term growth opportunities</p>
<p>Chester Twigg Group Commercial</p> <p>Goal: lead commercial operations and drive an omnichannel online and off-line go-to-market while integrating next generation capabilities</p> 	<p>Charles Morgan Information Technology</p> <p>Goal: develop secure, reliable and high-performance IT tools at the service of efficient production and commercial activity</p> 	<p>Esther Wick Group Legal</p> <p>Goal: continue to build the legal function into a trusted partner who proactively enables the Company to make balanced yet daring decisions in a fast-changing environment to fuel BIC's sustainable growth</p> 



Risk Management

BIC operates in a dynamic and complex environment. Risks surround and pressure the strategies we build. At the same time, the achievement of our objectives involves taking risks in an evolving landscape. BIC embeds risk management into its core processes to address risks that could significantly impact our ability to achieve our overall strategy.

1. Risk Identification

Review of external and internal environment with a bottom-up and top-down approach to identify risks at different levels in the organization

2. Risk Assessment

Evaluation of the magnitude and implications of the risk in order to prioritize them
> Risk implications in terms of financial, operating, sustainability, regulatory and reputational impacts

3. Risk Mitigation

Develop strategies and specific actions to mitigate risks to an acceptable level

4. Risk Monitoring

Continuously evaluate progress and effectiveness of mitigation strategies

5. Risk Management

Embed risks and mitigation plans into core processes, such as:
> Strategic Planning Process
> Capital Planning
> Core Operating Processes
> Vigilance Plan

Business Units & Subsidiaries

Management

Executive Committee

Board of Directors

- Determine best course of action going forward including risk mitigation, acceptance or transfer
- Prioritize mitigation actions within acceptable levels of risk appetite and tolerance
- Annual Board of Directors Review of Major Risks

- Annual Audit Committee Review of Major Risks, Enterprise Risk Management and Insurance Programs
- Periodic Risk Reviews of Major Risks with the Executive Committee
- Ongoing Risk Reviews at Business Units and Subsidiaries according to their scope of responsibility



Financial and Non-Financial Performance

KEY PERFORMANCE INDICATORS	2020	2021	2022	OBJECTIVES	UN SDGs ⁽¹⁾
FINANCIAL PERFORMANCE					
Net Sales (in million euros)	1,627.9	1,831.9	2,233.9	Growth between 5% to 7% in 2023 at constant currency	
Adjusted EBIT (in million euros)	229.1	279.8	311.7		
Adjusted EBIT margin (in %)	14.1%	15.3%	14.0%	Improve 2023 adj. EBIT and adj. EBIT margin	
Net income group share (in million euros)	93.7	314.2	208.9		
Free cash flow before acquisitions and disposals	274.5	205.7	203.7	Expected to be above €200m in 2023	
Net cash position (in million euros)	183.9	400.1	359.9		
Earnings per share group share (in euros)	2.08	7.02	4.75		
Adjusted earnings per share group share (in euros)	3.54	4.29	5.12		
NON-FINANCIAL PERFORMANCE					
Energy consumption (gigajoules/tons)	12.96	11.96	11.39		
% of renewable energy used (WTFT ⁽²⁾)	80%	79%	76%	100% by 2025	7, 8, 9, 12, and 13
Water consumption (m ³ /tons)	5.22	4.62	3.73		
Greenhouse gas emissions normalized to production (tCO ₂ /tons) (scope 1 and 2)	1.03	0.91	0.74		
Number of training days	24,202	12,085	16,238		
% of reusable, recyclable or compostable packaging ⁽³⁾	42.5% ⁽⁴⁾	59.6%	70%	100% by 2025	
Use of non-virgin petroleum plastic in BIC's products	4.3%	4.0%	5.7%	20% by 2025 and 50% by 2030	
Number of products with improved environmental or societal footprint (WTFT ⁽²⁾)	9	12	3		3, 6, 8 and 12
Number of accidents across all operations (WTFT ⁽²⁾)	50	58	70	0 by 2025	3 and 8
Number of children whose learning conditions were improved (cumulative) (WTFT ⁽²⁾)	118	158	187	250 million by 2025	1, 4, 5, 6, 8 and 13

(1) United Nations Sustainable Development Goals.

(2) Writing the Future, Together.

(3) KPIs measured for the first time in 2020, to monitor the engagement taken by BIC.

(4) The 2020 figure (49,3%) was revised following a test audit in 2021. BIC decided to publish the revised figure.



Sharing Value

Through a global approach to deliver long-term growth for all stakeholders, we ensure a sustainable balance between distribution of generated profits and investments in BIC's future.

Distribution to Stakeholders ⁽¹⁾

Governments
€93.4 m

Including €81.8 million paid around the world as corporate income tax and €11.6 million in other taxes

Communities
€900,000

Donations of funds and products

Shareholders
€134 m

Including dividend paid and share byback

Banks
+€2.0 m

Net interest received

Suppliers
€1,236.5 m

Purchased of raw materials, consumables, and bought-in services

Share the benefits of growth

2022 Net Sales
€2,233.9 m

Invest to ensure a sustainable growth

Investments

Capital expenditure
€96.3 m

Employees ⁽²⁾
€547.5 m

⁽¹⁾ Distribution to stakeholders does not take into account the change in working capital requirements.

⁽²⁾ Payroll, bonuses & profit-sharing payment.

