MADE TO LAST
THE ESSENTIALS OF SUSTAINABLE DEVELOPMENT IN 2015
KEY FIGURES

2015 turnover and market positions

€2,241.7 M

TURNOVER IN 2015

33%

18.5 MILLION STATIONERY PRODUCTS

1st Europe, Africa, Latin America, India

2nd North America, Oceania

30%

4.1 MILLION LIGHTERS

1st Worldwide for branded pocket lighters

32 MILLION BIC® GROUP PRODUCTS PURCHASED EVERY DAY WORLDWIDE

Base 365 days

14%

2.3 MILLION PROMOTIONAL PRODUCTS BIC GRAPHIC

1st Europe

2nd North America

20%

7.1 MILLION SHAVERS

1st Europe, North America, Latin America (non-refillable shaver market)

3%

OTHER PRODUCTS
SUSTAINABLE DEVELOPMENT: BIC FINE-TUNES ITS APPROACH

A four-pronged program
The Group’s sustainable development approach is based on 4 strategic directions, one for each area of responsibility:

**INNOVATE**
in order to continually reduce the environmental footprint of all products and their packaging, and to make them affordable to all.

**IMPROVE**
the environmental performance of BIC’s factories and reduce the greenhouse gas emissions generated by its transport operations.

**FULFILL**
it is responsibility in its value chain in order to ensure respect for Human Rights in the workplace and environmental, social and corporate governance practices of its suppliers.

**BE A COMMITTED EMPLOYER**
by upholding the Group’s values, ensuring safety in the workplace and employability for all employees.

The Barometer, the Group’s sustainable development scorecard
The Sustainable Development Barometer measures the Group’s progress according to 10 indicators. They reflect BIC’s 10 commitments and the resulting actions undertaken in pursuit of the 4 strategic directions. The current Barometer measures the progress for 2014-2016. **BIC’s goal is to achieve a score of 10/10 by the end of 2016. At the end of 2015, the score stood at 7.6/10, which is double the score from the end of 2014.**


**BIC SD BAROMETER**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2016 Score</th>
<th>2014 Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>86% of BIC® products are produced in the Group’s factories</td>
<td>81%</td>
<td>85%</td>
</tr>
<tr>
<td>81% of permanent employees work in countries with no “human rights” risks</td>
<td>85%</td>
<td>88%</td>
</tr>
<tr>
<td>Employee engagement</td>
<td>€2.7m</td>
<td></td>
</tr>
</tbody>
</table>
IT’S AN OBSESSION: REDUCING BIC® PRODUCTS’ ENVIRONMENTAL FOOTPRINT

From its very beginning, BIC has always made its products with “just what’s necessary” in terms of raw materials, leaving out anything superfluous. The Group has never changed its priorities: to save materials, innovate, and seize opportunities offered by the circular economy.

01
BIC DEVELOPS PRODUCTS THAT ARE...
LIGHTWEIGHT...

Only 2.9 g of material per kilometer of writing for a BIC® Cristal®, compared with 6.4 g for a competing product with comparable characteristics.

› MAKE NO MISTAKE!
BIC® products are often stigmatized as “disposable”, but none of them are limited to a single use. On the contrary, they last a long time and are made with no superfluous material.

02
...AND
LONG-LASTING...

UP TO 3 KM OF WRITING FOR THE BIC® CRISTAL® BALLPOINT PEN
(NGS tests 2013/2014 – average writing length for blue and black inks)

3,000 LIGHTS FOR A BIC® MAXI LIGHTER

60 DAYS OF SHAVING WITH THE BIC® EASY / BIC® HYBRID AND ITS 6 REFILL BLADES

03
...AND THAT ARE
NF ENVIRONNEMENT ECO-LABELED

Meeting Specific Criteria: using limited quantities of materials and/or recycled materials, excellent writing length and, for pencils, the strength of the leads. BIC’s eco-design approach allows it to offer a complete line of 20 ecolabeled writing instruments in Europe.
Save materials and innovate

BIC’s expertise in the high-precision processing of plastics allows it to make economical, efficient use of this material and to incorporate the use of recycled materials. It also allows a good usage of recycled materials in some products.

Preparing for the circular economy

To lay the groundwork for its commitment to the circular economy, the Group is identifying pertinent new economic models for its operations and developing partnerships and synergies with universities and other industrial groups. For example, the R&D Department is a member of the Chemical Materials and Green Chemistry Competitiveness Cluster based in Villeneuve d’Ascq. This research will contribute to the adoption of new materials.

STOP THROWING PENS AWAY!

Thanks to BIC and TerraCycle they can be recycled

WITH TERRACYCLE, BIC HAS LAUNCHED A EUROPEAN RECYCLING NETWORK

Used writing instruments are collected at their consumption sites (schools and offices) and recycled to make benches and pencil holders. 13 million writing instruments collected since 2011.

BIC SD BAROMETER

COMMITMENT #1

Since early 2014, 4 innovative responsible products have been launched, surpassing the goal for 2016.

10/10

Perf. end of 2015

BIC SD BAROMETER

COMMITMENT #3

As of 2015, more than 50% of all BIC® products have at least one environmental benefit, in keeping with the goal.

10/10

Perf. end of 2015

PREPARING FOR THE CIRCULAR ECONOMY

BIC® Ecolutions® is a complete stationery range that incorporates recycled materials, mostly from yogurt pots or refrigerator interiors.

For example, the BIC® Matic Ecolutions® is produced using 65% recycled materials.

A COMPLETE RANGE MADE FROM RECYCLED MATERIALS

BIC® Ecolutions® is a complete stationery range that incorporates recycled materials, mostly from yogurt pots or refrigerator interiors.

For example, the BIC® Matic Ecolutions® is produced using 65% recycled materials.
BIC, A CHAMPION IN THE OPTIMIZATION OF PACKAGING

Packaging serves multiple functions: protecting the product, facilitating shipping, optimizing storage, conveying information to the consumer.
BIC’s packaging consists mostly of plastic and recycled cardboard.

3 priorities have been defined for reducing their environmental footprint:

1. **ELIMINATE PACKAGING WHENEVER POSSIBLE AND INNOVATE TO REDUCE ITS USE**
   BIC has always favored the sale of products with no consumer packaging or in value packs.
   In Europe, as of 2015, 79% of all BIC® lighters are sold without consumer packaging.

2. **SELECT RESPONSIBLE MATERIALS**

3. **REDUCE AND RECYCLE PACKAGING WASTE IN THE Factories**
With zero landfill, packaging waste, the Charlotte site in North Carolina (USA) has already reached this goal thanks to the efforts made in packaging design, cooperation with suppliers, providing outlets for recycling cardboard and plastic at the site, and using non-recyclable wastes for energy recuperation.

**COMMITMENT #4**
As of the end of 2015, 90.3% of cardboard packaging comes from certified and/or recycled sources, and 83.1% of plastic packaging is PVC-free.
BIC’s goal: to reach 90% for both indicators by the end of 2016.

**BIC SD BAROMETER**

8.2/10
Perf à fin 2015
Adapting products and production methods

“To offer simple, inventive and reliable choices for everyone, everywhere, every time”: this is the vision that guides the BIC Group. BIC distributes its products in more than 160 countries, with the goal, as always, of offering a very good quality/price ratio. Making products that everyone can afford means adapting them to the market characteristics and buying power of developing countries. There are several possible approaches for reaching this goal, for example:

**BIC SD BAROMETER**

**COMMITMENT #2**
As of the end of 2015, 7 products had been created to meet the needs of developing markets, in keeping with the goal for 2016.

**SINGLE-UNIT SALES**
The BIC® 1 and BIC® 1 Lady shavers are sold in single-unit or two-unit pouches in Nigeria, Kenya, Cameroon, Côte d’Ivoire, Mali, Madagascar, Pakistan and Bangladesh.

**LOCAL PRODUCTION**
In 2015, the BIC® Cristal® Fine ball pen was launched in South Africa and Ghana relying on local production that enables a cost price adapted to local buying power.

**FINDING THE RIGHT DISTRIBUTION CHANNELS**
In order to make products available to even the most impoverished consumers wherever they live, generally in remote rural areas or on the outskirts of large cities, the Group works with local retailers to develop appropriate distribution channels: kiosks, micro-shops, service outlets near schools, etc.

**ZOOM ON**
BIC CONTRIBUTES TO A “SOCIAL BUSINESS” INITIATIVE IN BANGLADESH
In 2011, BIC joined the JITA Rural Sales Program, which promotes entrepreneurship among the poorest women in Bangladesh. Based on door-to-door sales of simple products (like BIC® Body shavers), it offers these women the means to overcome poverty and social isolation while giving them a new role in their community, a sense of pride and increased self-esteem.

**319 VILLAGES SERVED, FOR A TOTAL OF SOME 80,000 HOUSEHOLDS**

**1,000 WOMEN IN THE PROGRAM IN 2015**

The women entrepreneurs are called Aparajitas: women who never give up.
PROMOTING ACCESS TO EDUCATION

With its affordable products, BIC is part of the global effort to promote access to education. This is no small consideration: in this way, the Group is contributing, at its level, to goal number 4 of the 17 Sustainable Development Goals defined by the United Nations in September 2015, concerning quality education for all.

The 4th Sustainable Development Goal of the United Nations:
“Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”

BIC promotes the pleasures and benefits of handwriting

Because handwriting is an indispensable skill for structuring the thought process, BIC has been making a specific effort over the past few years to encourage children to write.

The BIC® Kids range in Europe and the U.S., created with the help of psychomotor specialists, ergonomists and educators. The BIC® Kids (Europe) website, offering creative and learning activities for children and teachers.

“Fight for Your Write” in the United States, a campaign to raise awareness of the importance of writing in the development of cognitive and motor skills.

BIC and its employees take action to promote access to education

• Since 2008, BIC Citizens in Action provides an opportunity for BIC employees to gather around local or international projects concerning social and environmental issues. Every two years, employees are mobilized through a fundraising action in all subsidiaries. The Group matches the amount collected before being donated to an association. Since 2012, these donations benefit to initiatives that promote access to education in Haiti.

• In South Africa, the charity products campaign “Choose BIC and Change a Future” provides pens for underprivileged children: for each product purchased, a pen is donated to the NGO Read Educational Trust. In five years, 5 million pens were given.

• BIC is a partner of the “Kit Scolaire 2015” operations of the French NGO Dons Solidaires. In 2015, 140 associations received school supply kits that were distributed to 20,000 underprivileged children.

DONATIONS TO PROMOTE EDUCATION FOR A TOTAL OF MORE THAN €1.8 MILLION
MAKING THE OPERATIONS CHAMPIONS OF ENVIRONMENTAL PERFORMANCE

The BIC Group is constantly striving to reduce the environmental footprint of its production tool, taking action on every front: environmental management systems, optimization of water and energy consumption, reduction and recycling of wastes, reducing greenhouse gas emissions, etc.

ISO 14001 certified factories

80% of BIC employees work in factories that are ISO 14001 certified or engaged in the certification process.

3 TIMES BIC’s three shaver factories have been triple-certified: ISO 9001, ISO 14001 and OHSAS 18001.

Reducing water consumption in factories

In 2015, the Group’s water consumption per ton of production was reduced by 7% in relation to 2014 due to improvements in the technical equipment: closed water circuit cooling towers, recovery tanks or the gas scrubbers, etc.

Annual water consumption in BIC factories between 2005 and 2015*

*normalized to production – in m³/ton

THE REDUCTION IN WATER CONSUMPTION PER TON OF PRODUCTION IN THE PAST 10 YEARS.
Reducing GHG emissions in the factories

- The Group’s total direct and indirect greenhouse gas emissions for 2015 are estimated at 98,855 teqCO₂, the equivalent of 6,000 French households.
- Since 2012, BIC has purchased Renewable Energy Certificates covering 100% of its grid electricity needs for the three sites in Connecticut (USA), which lowers the total by 9,800 teqCO₂.

Optimizing energy consumption in the factories

Energy consumption per ton of production decreased between 2014 and 2015: 0.5%. In 2015, BIC’s factories initiated or finalized a total of 38 projects specifically dedicated to saving energy, and 13 of them improved their ratio of energy consumption normalized to production.

2 factories certified for energy; 2 for the design of their buildings:
- 2 factories are LEED certified (Leadership in Energy and Environmental Design): BIC Bizerte (Tunisia) since 2013 and BIC (Nantong) Plastic Products (China) since 2015.
- As of 2015, 2 factories, Conté-Samer (France) and Vioplex (Greece), are ISO 50001 certified for energy management.

Annual energy consumption in BIC factories between 2005 and 2015*

Direct and indirect GHG emissions normalized to production. In tons of CO₂ equivalent per ton – BIC factories

-24% REDUCTION IN ENERGY CONSUMPTION PER TON OF PRODUCTION IN THE PAST 10 YEARS

<table>
<thead>
<tr>
<th>Year</th>
<th>Direct Energy Consumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>15,951</td>
</tr>
<tr>
<td>2010</td>
<td>12,156</td>
</tr>
<tr>
<td>2015</td>
<td>10,387</td>
</tr>
</tbody>
</table>

* normalized to production – in gigajoule/ton

BIC HAS BEEN INCLUDED IN THE CDP CARBON DISCLOSURE LEADERSHIP INDEX (CDLI) SINCE 2010, WITH A SCORE OF 100 AND AN A- RATING IN 2015.
IN 10 YEARS

13% REDUCTION IN NON-RECYCLED WASTE PRODUCTION PER TON OF PRODUCTION

The overall performance of BIC’s factories

LIMITING WASTE PRODUCTION

Between 2014 and 2015, the total quantity of waste per ton of production rose slightly (by 2%). The increase is mostly due to work undertaken to expand or renovate buildings and installations. BIC continues to pursue its programs for the sorting, recycling and reuse of wastes.

REDUCING GHG EMISSIONS FROM TRANSPORT

The challenge is to make BIC® products available at 3.2 million points of sale while minimizing the cost and environmental impact of their transport. For this, the Group deploys an approach in 3 parts: raising awareness and controlling emissions, optimizing shipments and routes, selecting responsible carriers.

The development of multimodal transport shows good results in Mexico

In 2015, multimodal train/road transport represented:
• 76% of the shipments from the shaver packaging factory in Saltillo to the warehouse in Charlotte (USA), for a savings of 747 teqCO₂.
• 20% of the imports to the stationery factory in Mexico City (-86 teqCO₂).

BIC SD BAROMETER

COMMITMENT #5
As of the end of 2015, the factories’ environmental performance score had dropped by 2.2 points. In terms of water and energy, the performance is in line with the goal, but an increase in wastes affected the overall results.

Perf. end of 2015
6.2/10

COMMITMENT #6
In 2015, for the second year, the goal of keeping air transport to a minimum was reached.

Perf. end of 2015
6.7/10

88% OF BIC’S CONSUMER PRODUCTS SOLD IN EUROPE ARE MANUFACTURED IN EUROPE
UNITING BIC EMPLOYEES AROUND KEY VALUES

"Honor the past, invent the future": that has been BIC’s philosophy from the start. It expresses respect for its heritage: an entrepreneurial spirit, products that have become icons, constant quality, close attention to detail, and the way its employees, through their commitment and enthusiasm, build the future of the Group together.

The 5 BIC Values

This philosophy is rooted in the five Values shared by all employees of the BIC Group.

1. Ethics
2. Responsibility
3. Teamwork
4. Simplicity
5. Ingenuity

“Values in Action”: living BIC’s Values every day

- **ONGOING ADHERENCE**
  
  Since 2005, the Group has conducted a Values survey every two years, to measure the difference between the Values as they are defined and as they are actually experienced in the workplace.

  The 6th Values survey achieved a good participation rate with 85%.

  The results were also good, with:
  - 85% adherence to the value of Ethics
  - 89% for Responsibility
  - 81% for Teamwork

- **THE “VALUES IN ACTION” AWARDS**

  Every year, these awards are presented to employees whose performance exemplifies certain BIC values. Initiated in 2006, the program has honored more than 970 employees so far.
Measuring employee engagement

The engagement survey, which is also conducted every two years, measures employee engagement and identifies the key drivers of their motivation: working conditions, individual recognition, independence, career opportunities, management effectiveness.

The 2014 engagement survey achieved a 90% participation rate, covering more than 9,000 employees.

Results of the last engagement survey
The overall engagement level of 85% places BIC in Towers Watson’s High-Performance category.

The Group’s strongest points are:
• Good understanding of the goals;
• The perception of BIC as a responsible company;
• A good balance between professional duties and personal life.

Understanding how employees perceive the Sustainable Development Program

BIC also conducts a biannual survey to determine how its employees perceive the internal Sustainable Development Program and to measure the integration of sustainable development within the Group. The most recent survey was completed in late 2013, covering 5,800 employees. The next survey takes place in January, 2016.

Key figures of the Sustainable Development Survey

- 40% participation rate
- 86% of the respondents feel that sustainable development concerns them
- 94% are aware of the BIC Sustainable Development Program
- 99% feel that the Program is important for the Group
A worldwide program: “Quality of Life at Work”

Conceived to improve employee well-being, this program pursues a global strategy implemented in every country where BIC has operations, depending on local needs, cultures, past initiatives, etc. It is organized in four main sections:

1. Health and well-being:
   - through numerous initiatives to promote physical exercise and good nutrition, health screening campaigns, etc.

2. The manager’s role:
   - to help team leaders play a positive role in the prevention and management of stress and psychosocial risks.

3. The workspace and workstations:
   - to improve awareness of ergonomics and the optimal configuration of workspaces and common areas.

4. Employee services:
   - to make everyday life easier and help employees deal with personal and professional difficulties.

“YOU FIRST BY BIC”, A GLOBAL APPROACH TO HEALTH AND WELL-BEING FOR EMPLOYEES IN THE UNITED STATES

This program puts the emphasis on building employees’ personal responsibility, making them active participants in their own physical, psychological and financial well-being. A series of events is offered, including health screening, a telemedicine service, health and lifestyle coaching, and financial counseling during “Wealthcare Week.” In the next phase, an ambitious project is planned for 2016: the establishment of well-being committees at every American site.
Safety at work, an essential priority

The frequency of worker accidents in BIC factories has been falling steadily since 2005: in ten years the incidence rate has dropped by 43.5%. This is the result of constant effort and the mobilization of all available means for preventing accidents: health and safety management systems, ongoing improvement of working environments and the organization of working hours, employee awareness, evaluation of compliance with the BIC Code of Conduct in the factories, etc.

**IN THE PAST 10 YEARS**

43.5% REDUCTION IN WORK ACCIDENTS FREQUENCY RATE IN BIC FACTORIES

**BIC SD BAROMETER**

**COMMITMENT #7**

Progress was made in 2015, with the worker accident incidence and severity rate maintained at an even lower level.

**BIC SD BAROMETER**

**COMMITMENT #10**

In 2015, for the second year in a row, the Group reached the goal of keeping the internal promotion and development rate at 25% or more.

**WOMEN IN THE BIC GROUP IN 2015**

- Board of Directors: 30%
- Leadership Team: 20%
- Managers: 39%
- Non managers: 48%
- Group: 46%

**Increasing BIC’s co-workers’ employability**

Regardless of their function, level of responsibility or type and length of contract, all employees are given opportunities to optimize their internal and external employability. In order to fulfill this commitment, the BIC Group strives to offer its employees a continuous learning environment based on the 70/20/10 model.

**70**

**Learning from new experiences**

By encouraging project-by-project management, the BIC Group offers employees opportunities to work in multi-functional teams.

**20**

**Learning from contact with others**

With the Group’s feedback culture, all employees receive constructive feedback, helping them build on their strong points and strengthen their developmental points.

**10**

**Learning from training**

The Group is gradually increasing access to the BIC University programs while developing local training programs.
Respect for Human Rights in the workplace

THE CORNERSTONE: THE BIC CODE OF CONDUCT

To ensure respect for Human Rights in the workplace, BIC has adopted a Code of Conduct: 10 professional and social principles based on the standards of the International Labor Organization (ILO). The Group is committed to upholding these principles in all of its operations. The Code of Conduct applies to all factories that make BIC products, whether owned by the Group or by a contract manufacturer.

100% OF THE GROUP’S CONTRACT MANUFACTURERS ARE AUDITED AT LEAST ONCE EVERY THREE YEARS

The Code in action: the social audit program

<table>
<thead>
<tr>
<th>Audit methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>BIC factories</td>
</tr>
<tr>
<td>Self-assessments conducted by the factories and reviewed by external auditors.</td>
</tr>
<tr>
<td>Contract manufacturers for Consumer Products</td>
</tr>
<tr>
<td>Audits conducted by external auditors using Workplace Condition Assessment (a tool that includes scoring on more than 180 criteria).</td>
</tr>
<tr>
<td>Contract manufacturers for BIC Graphic</td>
</tr>
<tr>
<td>External audits combined with audits conducted by BIC internal auditors.</td>
</tr>
</tbody>
</table>

All audits are subject to a regular follow-up of corrective action plans.
Ethics and the fight against corruption

The BIC Group Code of Ethics formalizes the basic ethical principles followed by the Group and all of its employees under all circumstances, everywhere in the world. Available in 15 languages, the Code of Ethics and the accompanying Guide, conceived to help employees ask themselves the right questions, can be accessed by all employees on the BIC Intranet.

Evaluation of strategic suppliers’ sustainable development performance

Since 2011, BIC has used the EcoVadis scoring system to assess the environmental, social and governance (ESG) performance of its raw materials suppliers. The most recent campaign focused on the four categories of strategic raw materials: Plastics, Metals, Inks and certain categories of Packaging.

Sustainable collaborations with suppliers and service providers

Since 2013, the BIC Group’s Code of Conduct has been extended to logistics service providers. The BIC “Transport Community” teams work closely with their service providers toward sustainable development, for example in Brazil, where a guide was created explaining the application of the BIC Code of Conduct.

Responsible purchasing

In 2014, BIC adopted a Responsible Purchasing Charter that defines the Group’s relations with its suppliers based on its five Values: Ethics, Responsibility, Teamwork, Simplicity, Ingenuity. This charter applies to relations with subcontractors and suppliers and involved in the production or transport of BIC® products.
TAKING ACTION AS A PHILANTHROPIC COMPANY

In 2015, the Group and its subsidiaries initiated 206 philanthropic operations involving volunteer work, product donations and financial donations, representing a total of €2.7 million*. 

Combining all solidarities

The subsidiaries oversee local projects that can be initiated by the subsidiary itself, its employees or various stakeholders who become aware of a specific need. In keeping with the Group’s professional activities, these operations focus primarily on education and health, but they can also concern the environment, sports, humanitarian aid, etc.

For 6 years, BIC participates in the "Kit Scolaire" operation with the association Dons Solidaires through product donations and for 2 years by the participation of employees who volunteered to help assemble the kits.

BIC sponsors the month of September on the calendar of the Talita foundation for children suffering from mental disorders (Spain).

Sponsorship of a sale to raise funds for the Singapore Children’s Society, which protects children and youth of all races and religions (Singapore).

Donations of stationery products and volunteer work by employees for the renovation of libraries and three schools (Brazil).

*Internal valorization
FOR THE BIC GROUP, 2015 WAS ALSO THE YEAR OF...

Greater visibility for the sustainable development approach

Since the beginning of 2015, the BIC Sustainable Development Barometer has been visible online at a dedicated website: http://www.bicworld.com/barometer/en/

And, to raise awareness among employees and the general public, BIC has created an educational video entitled "Two Minutes to Understand Sustainable Development", available on the Group’s YouTube broadcast.

BIC, an official partner of the COP21

BIC marked its support for the Paris Climate Conference held in December 2015:

• At Le Bourget: in the official negotiations zone, BIC donated 60,000 products for the delegations’ welcome kit: 30,000 BIC® 4 Colours™ pens and 30,000 BIC® Evolution™ Ecolutions™ pencils, both products are certified by the ecolabel NF environment.

• At the Grand Palais: as part of the “Solutions COP21” exhibition, which drew 42,000 visitors, the Group’s totem integrated a display on the environmental advantages of the BIC® products that contribute to reducing mankind’s impact on the climate.

A closely involved Leadership Team

On June 11 and 12, 2015, all of the members of the Group’s Leadership Team participated in the annual Sustainable Development Forum. Prospective workshops were conducted on topics like recycling, the circular economy and the role of sustainable development in value creation and employee engagement.

A BIC Corporate Foundation for education

The articles of association of the BIC Corporate Foundation were registered in December 2015. Its purpose is to support access to education.

It takes action in two main fields: education for girls and fight against school underperformance. The Foundation also promotes environmental education.