UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT
Pursuant to Section 13 or 15(d) of the
Securities Exchange Act of 1934

Date of Report (Date of earliest event reported) February 2, 2022

AVERY DENNISON CORPORATION

(Exact name of registrant as specified in its charter)

Delaware	**1-7685**	**95-1492269**
(State or other jurisdiction of incorporation)	(Commission File Number)	(IRS Employer Identification No.)

207 Goode Avenue	
Glendale, California	**91203**
(Address of principal executive offices)	(Zip Code)

Registrant’s telephone number, including area code **(626) 304-2000**

(Former name or former address, if changed since last report.)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

[ ] Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

[ ] Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

[ ] Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

[ ] Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	**Trading Symbol(s)**	**Name of each exchange on which registered**
Common stock, $1 par value	AVY	New York Stock Exchange
1.25% Senior Notes due 2025	AVY25	Nasdaq Stock Market

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Section 2 - Financial Information

Item 2.02 Results of Operations and Financial Condition.

Avery Dennison Corporation's (the "Company's") press release, dated February 2, 2022, announcing the Company's preliminary, unaudited financial results for the fourth quarter and full year 2021 and guidance for the 2022 fiscal year, as well as providing an update on the impact of COVID-19 on the Company, is attached hereto as Exhibit 99.1 and is being furnished (not filed) with this Form 8-K.

The Company's supplemental presentation materials, dated February 2, 2022, regarding the Company's preliminary, unaudited financial review and analysis for the fourth quarter and full year 2021, guidance for the 2022 fiscal year and update on the impact of COVID-19 on the Company, is attached hereto as Exhibit 99.2 and is being furnished (not filed) with this Form 8-K. The press release and presentation materials are also available on the Company's website at www.investors.averydennison.com.

The Company will discuss its preliminary, unaudited financial results during a webcast and teleconference to be held on February 2, 2022, at 1:00 p.m. ET. To access the webcast and teleconference, please go to the Company's website at www.investors.averydennison.com.

Section 9 - Financial Statements and Exhibits

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits.

99.1 Press release, dated February 2, 2022, announcing the Company's preliminary, unaudited financial results for the fourth quarter and full year 2021.

99.2 Supplemental presentation materials, dated February 2, 2022, regarding the Company's preliminary, unaudited financial review and analysis for the fourth quarter and full year2021.

"Safe Harbor" Statement under the Private Securities Litigation Reform Act of 1995

Certain statements contained in this Form 8-K and the exhibits attached hereto are forward-looking statements intended to qualify for the safe harbor from liability established by the Private Securities Litigation Reform Act of 1995. These forward-looking statements, and financial or other business targets, are subject to certain risks and uncertainties. Forward-looking statements also include those related to the acquisition of Vestcom, including its anticipated benefits, financing and effect on the Company's long-term targets and future financial results.

The Company believes that the most significant risk factors that could affect its financial performance in the near-term include: (i) the impacts to underlying demand for the Company's products and/or foreign currency fluctuations from global economic conditions, political uncertainty, changes in environmental standards and governmental regulations, including as a result of COVID-19; (ii) competitors' actions, including pricing, expansion in key markets, and product offerings; (iii) the degree to which higher costs can be offset with productivity measures and/or passed on to customers through price increases, without a significant loss of volume; and (iv) the execution and integration of acquisitions, including the acquisition of Vestcom.

Actual results and trends may differ materially from historical or anticipated results depending on a variety of factors, including but are not limited to, risks and uncertainties relating to the following:

- COVID-19

- International Operations – worldwide and local economic and market conditions; changes in political conditions; and fluctuations in foreign currency exchange rates and other risks associated with foreign operations, including in emerging markets
- The Company's Business – changes in the Company's markets due to competitive conditions, technological developments, environmental standards, laws and regulations, and customer preferences; fluctuations in demand affecting sales to customers; execution and integration of acquisitions, including the acquisition of Vestcom; selling prices; fluctuations in the cost and availability of raw materials and energy; the impact of competitive products and pricing; customer and supplier concentrations or consolidations; financial condition of distributors; outsourced manufacturers; product and service quality; timely development and market acceptance of new products, including sustainable or sustainably-sourced products; investment in development activities and new production facilities; successful implementation of new manufacturing technologies and installation of manufacturing equipment; the Company's ability to generate sustained productivity improvement; the Company's ability to achieve and sustain targeted cost reductions; and collection of receivables from customers
- The Company's Vestcom Acquisition – risks related to future opportunities and plans for the combined company, including the uncertainty of expected future financial performance and results of the combined company; unknown liabilities; and the possibility that, if the Company does not achieve the perceived benefits of the acquisition as rapidly or to the extent anticipated by financial analysts or investors, the market price of the Company's common stock could decline
- Income Taxes – fluctuations in tax rates; changes in tax laws and regulations, and uncertainties associated with interpretations of such laws and regulations; retention of tax incentives; outcome of tax audits; and the realization of deferred tax assets
- Information Technology – disruptions in information technology systems, including cyber-attacks or other intrusions to network security; successful installation of new or upgraded information technology systems; and data security breaches
- Human Capital – recruitment and retention of employees; fluctuations in employee benefit costs; and collective labor arrangements
- The Company's Indebtedness – credit risks; the Company's ability to obtain adequate financing arrangements and maintain access to capital; volatility of financial markets; fluctuations in interest rates; and compliance with the Company's debt covenants
- Ownership of the Company's Stock – potential significant variability of the Company's stock price and amounts of future dividends and share repurchases
- Legal and Regulatory Matters – protection and infringement of intellectual property and impact of legal and regulatory proceedings, including with respect to environmental, health and safety, anti-corruption and trade compliance
- Other Financial Matters – fluctuations in pension costs and goodwill impairment

For a more detailed discussion of the more significant of these factors, see Part I, Item 1A. "Risk Factors" and Part II, Item 7. "Management's Discussion and Analysis of Financial Condition and Results of Operations" in the Company's 2020 Form 10-K, filed with the Securities and Exchange Commission on February 25, 2021, and subsequent quarterly reports on Form 10-Q. The forward-looking statements included in this Form 8-K are made only as of the date of this Form 8-K, and the Company undertakes no obligation to update these statements to reflect subsequent events or circumstances, other than as may be required by law.

EXHIBIT INDEX

Exhibit No.	Description
99.1	Press release, dated February 2, 2022, announcing the Company's preliminary, unaudited financial results for the fourth quarter and full year 2021.
99.2	Supplemental presentation materials, dated February 2, 2022, regarding the Company's preliminary, unaudited financial review and analysis for the fourth quarter and full year 2021.
104	Cover Page Interactive Data File (formatted as Inline XBRL and contained in Exhibit 101).

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

AVERY DENNISON CORPORATION

Date: February 2, 2022

By: /s/ Gregory S. Lovins
Name: Gregory S. Lovins
Title: Senior Vice President and Chief Financial Officer

For Immediate Release

AVERY DENNISON ANNOUNCES
FOURTH QUARTER AND FULL YEAR 2021 RESULTS

Highlights:

- 4Q21 Reported EPS of $2.19, down 4% driven by impact of extra week in prior year
  - Adjusted EPS (non-GAAP) of $2.13, down 6%; up 23% vs. 2019
- 4Q21 Net sales increased 9.7% to $2.2 billion
  - Sales growth ex. currency (non-GAAP) of 18.5%
  - Organic sales growth (non-GAAP) of 12.8%
- FY21 Reported EPS of $8.83, up 34%
  - Adjusted EPS (non-GAAP) of $8.91, up 25%
- FY21 Net sales increased 20.6% to $8.4 billion
  - Sales growth ex. currency (non-GAAP) of 18.6%
  - Organic sales growth (non-GAAP) of 15.6%
- FY22 Reported EPS guidance of $9.25 to $9.65
  - Adjusted EPS guidance of $9.35 to $9.75

GLENDALE, Calif., February 2, 2022 – Avery Dennison Corporation (NYSE:AVY) today announced preliminary, unaudited results for its fourth quarter and full year ended January 1, 2022. Non-GAAP financial measures referenced in this document are reconciled to GAAP in the attached financial schedules. Unless otherwise indicated, comparisons are to the same period in the prior year.

“2021 marked the company’s tenth consecutive year of strong top- and bottom-line growth,” said Mitch Butier, chairman, president and CEO. “We delivered 19 percent revenue growth on a constant currency basis and 25 percent adjusted earnings per share growth, while generating record free cash flow.

“Our strong performance comes at a challenging time as the global health crisis continues, supply chains are tight and significant inflationary pressures persist.

“2021 marked an important milestone for the company, as the final year of measurement for the five-year financial targets we communicated in early 2017,” added Butier. “I’m pleased to report that we achieved our long-term goals for this period.”

“For 2022, we expect to again deliver strong top- and bottom-line growth and are targeting continued progress toward our 2025 goals,” said Butier.

“Once again, I want to thank our entire team for their tireless efforts to keep one another safe while delivering for all our stakeholders.”

Operational/Market Update

In the fourth quarter, uncertainty surrounding the global health crisis remained elevated as many parts of the world experienced an increase in COVID-19 cases. The safety and well-being of employees remains the company’s top priority. The company has continued to adapt its world-class safety protocols as the pandemic evolves. All manufacturing locations are currently operational.

The company continues to actively manage through a dynamic supply and demand environment. Demand across the majority of its businesses and regions remains strong, while raw materials, freight and labor availability continue to be constrained. The company continues to leverage its global scale and work closely with customers and suppliers to minimize disruptions. Inflation remains persistent and additional pricing and material re-engineering actions are being implemented to offset higher costs.

Fourth Quarter 2021 Results by Segment

Label and Graphic Materials

- Reported sales increased 3% to $1.3 billion. Compared to prior year, sales were up 12% ex. currency and 11% on an organic basis.
    - Label and Packaging Materials sales were up low-double digits from prior year on an organic basis, with strong growth in both high value product categories and the base business.
    - Sales increased by low-double digits organically in the combined Graphics and Reflective Solutions businesses.

- On an organic basis, sales were up mid-teens in North America and high-single digits in Western Europe and emerging markets.

- Reported operating margin decreased 370 basis points to 12.2%. Adjusted EBITDA margin decreased 310 basis points to 14.5%, as the benefit from higher organic volume/mix was more than offset by the net impact of pricing, freight and raw material costs and the impact of the extra week in 2020.
    - The higher revenue base from price increases alone, with no corresponding incremental EBITDA as they are offsetting inflation, reduced margin by ~140 basis points.

Retail Branding and Information Solutions

- Reported sales increased 30% to $659 million. Sales were up 39% ex. currency and 20% on an organic basis, reflecting strong growth in both the high value product categories and the base business.
    - Intelligent Labels was up more than 20% organically.

- Reported operating margin decreased 60 basis points to 14.7%. Adjusted EBITDA margin decreased 30 basis points to 19.3%, as the benefits from acquisitions and higher volume were more than offset by growth investments, higher employee-related costs and the headwind from prior-year temporary cost reduction actions.

- The Vestcom business is achieving our acquisition objectives.

Industrial and Healthcare Materials

- Reported sales increased 2% to $193 million. Sales were up 12% ex. currency and 10% on an organic basis, reflecting a mid-single digit increase in industrial categories and a mid-teens increase in healthcare categories.

- Reported operating margin decreased 360 basis points to 8.8%. Adjusted EBITDA margin decreased 300 basis points to 12.9% as the benefit from productivity was more than offset by the net impact of pricing, freight and raw material costs, the impact of the extra week in 2020, higher employee-related costs and growth investments.
    - The higher revenue base from price increases alone, with no corresponding incremental EBITDA as they are offsetting inflation, reduced margin by ~90 basis points.

Other

Balance Sheet and Capital Deployment

During 2021, the company deployed $1.48 billion for acquisitions and returned $402 million in cash to shareholders through a combination of share repurchases and dividends, up from $301 million compared to last year. The company repurchased 0.9 million shares at an aggregate cost of $181 million. Net of dilution from long-term incentive awards, the company's year-end share count was down by 0.3 million compared to the same time last year.

The company's balance sheet remains strong, with ample capacity to continue executing our long term capital allocation strategy. Net debt to adjusted EBITDA (non-GAAP) was 2.2 at the end of the fourth quarter, below the lower end of the company's long-term target range.

Income Taxes

The company's reported effective tax rate was 25% for both the fourth quarter and the full year. The company's adjusted (non-GAAP) tax rate was 23.9% for the fourth quarter and 25% for the full year.

The company's 2022 adjusted tax rate is expected to be in the mid-twenty percent range based on current tax regulations.

Cost Reduction Actions

In the fourth quarter and full year 2021, the company realized $16 million and $63 million, respectively, in pre-tax savings from restructuring, net of transition costs, and incurred pre-tax restructuring charges of $7 million and $14 million, respectively, the vast majority of which represents cash charges.

Guidance

In its supplemental presentation materials, “Fourth Quarter and Full Year 2021 Financial Review and Analysis,” the company provides a list of factors that it believes will contribute to its 2022 financial results. Based on the factors listed and other assumptions, the company expects 2022 reported earnings per share of $9.25 to $9.65.

Excluding an estimated $0.10 per share impact of restructuring charges and other items, the company expects 2022 adjusted earnings per share of $9.35 to $9.75.

For more details on the company's results, see the summary tables accompanying this news release, as well as the supplemental presentation materials, “Fourth Quarter and Full Year 2021 Financial Review and Analysis,” posted on the company's website at www.investors.averydennison.com, and furnished to the SEC on Form 8-K.

Throughout this release and the supplemental presentation materials, amounts on a per share basis reflect fully diluted shares outstanding.

About Avery Dennison
Avery Dennison Corporation (NYSE: AVY) is a global materials science company specializing in the design and manufacture of a wide variety of labeling and functional materials. The company's products, which are used in nearly every major industry, include pressure-sensitive materials for labels and graphic applications; tapes and other bonding solutions for industrial, medical, and retail applications; tags, labels and embellishments for apparel; and radio frequency identification (RFID) solutions serving retail apparel and other markets. Headquartered in Glendale, California, the company employs more than 35,000 employees in more than 50 countries. Reported sales in 2021 were $8.4 billion. Learn more at www.averydennison.com.

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We believe that the most significant risk factors that could affect our financial performance in the near-term include: (i) the impacts to underlying demand for our products and/or foreign currency fluctuations from global economic conditions, political uncertainty, changes in environmental standards and governmental regulations, including as a result of COVID-19; (ii) availability of raw materials; (iii) competitors' actions, including pricing, expansion in key markets, and product offerings; (iv) the degree to which higher costs can be offset with productivity measures and/or passed on to customers through price increases, without a significant loss of volume; and (v) the execution and integration of acquisitions, including the acquisition of Vestcom.

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- COVID-19
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- Our Vestcom Acquisition – risks related to future opportunities and plans for the combined company, including the uncertainty of expected future financial performance and results of the combined company; unknown liabilities; and the possibility that, if we do not achieve the perceived benefits of the acquisition as rapidly or to the extent anticipated by financial analysts or investors, the market price of our common stock could decline
- Income Taxes – fluctuations in tax rates; changes in tax laws and regulations, and uncertainties associated with interpretations of such laws and regulations; retention of tax incentives; outcome of tax audits; and the realization of deferred tax assets

- Information Technology – disruptions in information technology systems, including cyber-attacks or other intrusions to network security; successful installation of new or upgraded information technology systems; and data security breaches

- Human Capital – recruitment and retention of employees; fluctuations in employee benefit costs; and collective labor arrangements

- Our Indebtedness – credit risks; our ability to obtain adequate financing arrangements and maintain access to capital; volatility of financial markets; fluctuations in interest rates; and compliance with our debt covenants

- Ownership of Our Stock – potential significant variability of our stock price and amounts of future dividends and share repurchases

- Legal and Regulatory Matters – protection and infringement of intellectual property and impact of legal and regulatory proceedings, including with respect to environmental, health and safety, anti-corruption and trade compliance

- Other Financial Matters – fluctuations in pension costs and goodwill impairment

For a more detailed discussion of these factors, see “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in our 2020 Form 10-K, filed with the Securities and Exchange Commission on February 25, 2021, and subsequent quarterly reports on Form 10-Q.

The forward-looking statements included in this document are made only as of the date of this document, and we undertake no obligation to update these statements to reflect subsequent events or circumstances, other than as may be required by law.

For more information and to listen to a live broadcast or an audio replay of the quarterly conference call with analysts, visit the Avery Dennison website at www.investors.averydennison.com

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Fourth Quarter Financial Summary - Preliminary, unaudited
(In millions, except % and per share amounts)

	(13 weeks) 4Q 2021	(14 weeks) 4Q 2020	% Sales Change vs. P/Y Reported	Ex. Currency (a)	Organic (b)
Net sales, by segment:					
Label and Graphic Materials	$1,331.4	$1,294.7	2.8%	11.5%	10.6%
Retail Branding and Information Solutions	659.1	508.0	29.7%	38.9%	19.7%
Industrial and Healthcare Materials	192.7	188.2	2.4%	11.7%	9.5%
Total net sales	$2,183.2	$1,990.9	9.7%	18.5%	12.8%

	As Reported (GAAP)					Adjusted Non-GAAP (c)				
	(13 weeks) 4Q 2021	(14 weeks) 4Q 2020	% Change	% of Sales 2021	% of Sales 2020	(13 weeks) 4Q 2021	(14 weeks) 4Q 2020	% Change	% of Sales 2021	% of Sales 2020
Operating income (loss) / operating margins before interest, other non-operating expense (income), and taxes, by segment:										
Label and Graphic Materials	$162.5	$205.7		12.2%	15.9%	$164.6	$199.6		12.4%	15.4%
Retail Branding and Information Solutions	96.6	77.5		14.7%	15.3%	89.0	79.6		13.5%	15.7%
Industrial and Healthcare Materials	16.9	23.3		8.8%	12.4%	18.0	23.1		9.3%	12.3%
Corporate expense (d)	(12.5)	(33.5)				(18.8)	(33.0)			
Total operating income / operating margins before interest, other non-operating expense (income), and taxes	$263.5	$273.0	(3%)	12.1%	13.7%	$252.8	$269.3	(6%)	11.6%	13.5%
Interest expense	$20.0	$15.6				$20.0	$15.6			
Other non-operating expense (income), net (e)	($0.5)	$2.1				($2.0)	$1.6			
Income before taxes	$244.0	$255.3	(4%)	11.2%	12.8%	$234.8	$252.1	(7%)	10.8%	12.7%
Provision for (benefit from) income taxes	$60.9	$62.9				$56.0	$60.7			
Equity method investment (losses) gains	($0.4)	($0.9)				($0.4)	($0.9)			
Net income	$182.7	$191.5	(5%)	8.4%	9.6%	$178.4	$190.5	(6%)	8.2%	9.6%
Net income per common share, assuming dilution	$2.19	$2.28	(4%)			$2.13	$2.27	(6%)		
Free Cash Flow (f)						$158.5	$205.8			

See accompanying schedules A-4 to A-10 for reconciliations from GAAP to non-GAAP financial measures.

(a) *Sales change ex. currency* refers to the increase or decrease in net sales, excluding the estimated impact of foreign currency translation, and, where applicable, an extra week in our fiscal year and the calendar shift resulting from the extra week in the prior fiscal year and currency adjustment for transitional reporting of highly inflationary economies. The estimated impact of foreign currency translation is calculated on a constant currency basis, with prior period results translated at current period average exchange rates to exclude the effect of currency fluctuations.

(b) *Organic sales change* refers to sales change ex. currency, excluding the estimated impact of acquisitions and product line divestitures.

(c) Excludes impact of restructuring charges and other items.

(d) As reported "Corporate expense" for the fourth quarters of 2021 and 2020 include gain on venture investment of ($6.3) and severance and related costs of $.5, respectively.

(e) As reported "Other non-operating expense (income), net" for the fourth quarters of 2021 and 2020 include pension plan settlement and curtailment losses of $1.5 and $.5, respectively.

(f) *Free cash flow* refers to cash flow provided by operating activities, less payments for property, plant and equipment, software and other deferred charges, plus proceeds from sales of property, plant and equipment, plus (minus) net proceeds from insurance and sales (purchases) of investments. Free cash flow is also adjusted for, where applicable, certain acquisition-related transaction costs.

Full Year Financial Summary - Preliminary, unaudited
(in millions, except % and per share amounts)

	(52 weeks) 2021	(53 weeks) 2020	% Sales Change vs. P/Y Reported	Ex. Currency (a)	Organic (b)
Net sales, by segment:					
Label and Graphic Materials	**$5,430.4**	**$4,715.1**	**15.2%**	12.7%	12.0%
Retail Branding and Information Solutions	**2,201.8**	**1,630.9**	**35.0%**	34.9%	25.2%
Industrial and Healthcare Materials	**776.1**	**625.5**	**24.1%**	21.7%	17.8%
Total net sales	**$8,408.3**	**$6,971.5**	**20.6%**	18.6%	15.6%

	As Reported (GAAP) (52 weeks) 2021	(53 weeks) 2020	% Change	% of Sales 2021	% of Sales 2020	Adjusted Non-GAAP (c) (52 weeks) 2021	(53 weeks) 2020	% Change	% of Sales 2021	% of Sales 2020
Operating income (loss) / operating margins before interest, other non-operating expense (income), and taxes, by segment:										
Label and Graphic Materials	**$801.7**	**$688.8**		**14.8%**	**14.6%**	$773.6	$711.0		14.2%	15.1%
Retail Branding and Information Solutions	**257.2**	**144.7**		**11.7%**	**8.9%**	293.8	167.4		13.3%	10.3%
Industrial and Healthcare Materials	**81.6**	**58.2**		**10.5%**	**9.3%**	84.0	66.6		10.8%	10.6%
Corporate expense (d)	**(81.8)**	**(82.5)**				(87.1)	(82.2)			
Total operating income / operating margins before interest, other non-operating expense (income), and taxes	**$1,058.7**	**$809.2**	**31%**	**12.6%**	**11.6%**	$1,064.3	$862.8	23%	12.7%	12.4%
Interest expense	**$70.2**	**$70.0**				$70.2	$70.0			
Other non-operating expense (income), net (e)	**($4.1)**	**$1.9**				($6.6)	$1.4			
Income before taxes	**$992.6**	**$737.3**	**35%**	**11.8%**	**10.6%**	$1,000.7	$791.4	26%	11.9%	11.4%
Provision for (benefit from) income taxes	**$248.6**	**$177.7**				$249.8	$190.7			
Equity method investment (losses) gains	**($3.9)**	**($3.7)**				($3.9)	($3.7)			
Net income	**$740.1**	**$555.9**	**33%**	**8.8%**	**8.0%**	$747.0	$597.0	25%	8.9%	8.6%
Net income per common share, assuming dilution	**$8.83**	**$6.61**	**34%**			$8.91	$7.10	25%		
Free Cash Flow (f)						$797.7	$547.5			

See accompanying schedules A-4 to A-10 for reconciliations from GAAP to non-GAAP financial measures.

(a) Sales change ex. currency refers to the increase or decrease in net sales, excluding the estimated impact of foreign currency translation, and, where applicable, an extra week in our fiscal year and the calendar shift resulting from the extra week in the prior fiscal year and currency adjustment for transitional reporting of highly inflationary economies. The estimated impact of foreign currency translation is calculated on a constant currency basis, with prior period results translated at current period average exchange rates to exclude the effect of currency fluctuations.

(b) *Organic sales change* refers to sales change ex. currency, excluding the estimated impact of acquisitions and product line divestitures.

(c) Excludes impact of restructuring charges and other items.

(d) As reported "Corporate expense" for fiscal year 2021 includes gain on venture investment of ($6.3) and severance and related costs of $1, and fiscal year 2020 includes severance and related costs of $.3.

(e) As reported "Other non-operating expense (income), net" for fiscal years 2021 and 2020 include pension plan settlement and curtailment losses of $2.5 and $.5, respectively.

(f) *Free cash flow* refers to cash flow provided by operating activities, less payments for property, plant and equipment, software and other deferred charges, plus proceeds from sales of property, plant and equipment, plus (minus) net proceeds from insurance and sales (purchases) of investments. Free cash flow is also adjusted for, where applicable, certain acquisition-related transaction costs.

AVERY DENNISON CORPORATION
PRELIMINARY CONDENSED CONSOLIDATED STATEMENTS OF INCOME
(In millions, except per share amounts)

	(UNAUDITED)			
	Three Months Ended		Twelve Months Ended	
	Jan. 1, 2022 (13 weeks)	Jan. 2, 2021 (14 weeks)	Jan. 1, 2022 (52 weeks)	Jan. 2, 2021 (53 weeks)
Net sales	$ 2,183.2	$ 1,990.9	$ 8,408.3	$ 6,971.5
Cost of products sold	1,598.1	1,419.8	6,095.5	5,048.2
Gross profit	585.1	571.1	2,312.8	1,923.3
Marketing, general and administrative expense	332.3	301.8	1,248.5	1,060.5
Other expense (income), net[(1)]	(10.7)	(3.7)	5.6	53.6
Interest expense	20.0	15.6	70.2	70.0
Other non-operating expense (income), net[(2)]	(0.5)	2.1	(4.1)	1.9
Income before taxes	244.0	255.3	992.6	737.3
Provision for (benefit from) income taxes	60.9	62.9	248.6	177.7
Equity method investment (losses) gains	(0.4)	(0.9)	(3.9)	(3.7)
Net income	$ 182.7	$ 191.5	$ 740.1	$ 555.9
Per share amounts:				
Net income per common share, assuming dilution	$ 2.19	$ 2.28	$ 8.83	$ 6.61
Weighted average number of common shares outstanding, assuming dilution	83.6	84.1	83.8	84.1

(1) "Other expense (income), net" for the fourth quarter of 2021 includes gain on venture investments of $18.1, partially offset by severance and related costs of $5.4, asset impairment and lease cancellation charges of $1.2, and transaction and related costs of $.8.

"Other expense (income), net" for the fourth quarter of 2020 includes gain on venture investment of $6.9 and gain on sale of assets of $.5, partially offset by severance and related costs of $2.7 and transaction costs of $1.

"Other expense (income), net" for fiscal year 2021 includes severance and related costs of $10.5, asset impairment and lease cancellation charges of $3.1, transaction and related costs of $20.9, and loss on sale of assets, net, of $.2, partially offset by gain on venture investments of $23, gain on sale of product line of $5.7, and outcomes of legal proceedings, net, of $.4.

"Other expense (income), net" for fiscal year 2020 includes severance and related costs of $49.1, asset impairment charges of $6.2, and transaction and related costs of $4.2, partially offset by gain on venture investments, net, of $5.4 and gain on sale of assets of $.5.

(2) "Other non-operating expense (income), net" includes pension plan settlement and curtailment losses of $1.5 and $2.5 in the fourth quarter and fiscal year 2021, respectively, and $.5 in the fourth quarter and fiscal year 2020.

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AVERY DENNISON CORPORATION
PRELIMINARY CONDENSED CONSOLIDATED BALANCE SHEETS
(In millions)

	(UNAUDITED)	
ASSETS	**Jan. 1, 2022**	**Jan. 2, 2021**
Current assets:		
Cash and cash equivalents	$ 162.7	$ 252.3
Trade accounts receivable, net	1,424.5	1,235.2
Inventories, net	907.2	717.2
Other current assets	240.2	211.5
Total current assets	2,734.6	2,416.2
Property, plant and equipment, net	1,477.7	1,343.7
Goodwill and other intangibles resulting from business acquisitions, net	2,792.9	1,361.3
Deferred tax assets	130.2	197.7
Other assets	836.2	765.0
	$ 7,971.6	$ 6,083.9

LIABILITIES AND SHAREHOLDERS' EQUITY		
Current liabilities:		
Short-term borrowings and current portion of long-term debt and finance leases	$ 318.8	$ 64.7
Accounts payable	1,298.8	1,050.9
Other current liabilities	930.3	810.4
Total current liabilities	2,547.9	1,926.0
Long-term debt and finance leases	2,785.9	2,052.1
Other long-term liabilities	713.4	620.9
Shareholders' equity:		
Common stock	124.1	124.1
Capital in excess of par value	862.3	862.1
Retained earnings	3,880.7	3,349.3
Treasury stock at cost	(2,659.8)	(2,501.0)
Accumulated other comprehensive loss	(282.9)	(349.6)
Total shareholders' equity	1,924.4	1,484.9
	$ 7,971.6	$ 6,083.9

AVERY DENNISON CORPORATION
PRELIMINARY CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS
(In millions)

	(UNAUDITED) Twelve Months Ended	
	Jan. 1, 2022 (52 weeks)	**Jan. 2, 2021** (53 weeks)
Operating Activities:		
Net income	$ 740.1	$ 555.9
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation	167.3	154.2
Amortization	76.8	51.1
Provision for credit losses and sales returns	35.7	64.0
Stock-based compensation	37.2	24.0
Pension plan settlement loss	1.6	0.5
Deferred taxes and other non-cash taxes	2.6	9.3
Other non-cash expense and loss (income and gain), net	10.1	44.9
Changes in assets and liabilities and other adjustments	(24.6)	(152.6)
Net cash provided by operating activities	1,046.8	751.3
Investing Activities:		
Purchases of property, plant and equipment	(255.0)	(201.4)
Purchases of software and other deferred charges	(17.1)	(17.2)
Proceeds from sales of property, plant and equipment	1.1	9.2
Proceeds from insurance and sales (purchases) of investments, net	3.1	5.6
Proceeds from sale of product line	7.6	---
Payments for acquisitions, net of cash acquired, and investments in businesses	(1,477.6)	(350.4)
Net cash used in investing activities	(1,737.9)	(554.2)
Financing Activities:		
Net increase (decrease) in borrowings with maturities of three months or less	259.2	(110.4)
Additional borrowings under revolving credit facility	---	500.0
Repayments of borrowings under revolving credit facility	---	(500.0)
Additional long-term borrowings	791.7	493.7
Repayments of long-term debt and finance leases	(13.4)	(270.2)
Dividends paid	(220.6)	(196.8)
Share repurchases	(180.9)	(104.3)
Net (tax withholding) proceeds related to stock-based compensation	(25.4)	(19.7)
Other	(6.3)	---
Net cash provided by (used in) financing activities	604.3	(207.7)
Effect of foreign currency translation on cash balances	(2.8)	9.2
Increase (decrease) in cash and cash equivalents	(89.6)	(1.4)
Cash and cash equivalents, beginning of year	252.3	253.7
Cash and cash equivalents, end of year	$ 162.7	$ 252.3

Reconciliation of Non-GAAP Financial Measures to GAAP

We report our financial results in conformity with accounting principles generally accepted in the United States of America, or GAAP, and also communicate with investors using certain non-GAAP financial measures. These non-GAAP financial measures are not in accordance with, nor are they a substitute for or superior to, the comparable GAAP financial measures. These non-GAAP financial measures are intended to supplement the presentation of our financial results that are prepared in accordance with GAAP. Based on feedback from investors and financial analysts, we believe that the supplemental non-GAAP financial measures we provide are useful to their assessments of our performance and operating trends, as well as liquidity.

Our non-GAAP financial measures exclude the impact of certain events, activities or strategic decisions. The accounting effects of these events, activities or decisions, which are included in the GAAP financial measures, may make it difficult to assess our underlying performance in a single period. By excluding the accounting effects, positive or negative, of certain items (e.g., restructuring charges, outcomes of certain legal proceedings, certain effects of strategic transactions and related costs, losses from debt extinguishments, gains or losses from curtailment or settlement of pension obligations, gains or losses on sales of certain assets, gains or losses on venture investments, and other items), we believe that we are providing meaningful supplemental information that facilitates an understanding of our core operating results and liquidity measures. While some of the items we exclude from GAAP financial measures recur, they tend to be disparate in amount, frequency, or timing.

We use these non-GAAP financial measures internally to evaluate trends in our underlying performance, as well as to facilitate comparison to the results of competitors for quarters and year-to-date periods, as applicable.

We use the non-GAAP financial measures described below in the accompanying news release and presentation.

Sales change ex. currency refers to the increase or decrease in net sales, excluding the estimated impact of foreign currency translation, and, where applicable, an extra week in our fiscal year and the calendar shift resulting from the extra week in the prior fiscal year and currency adjustment for transitional reporting of highly inflationary economies. The estimated impact of foreign currency translation is calculated on a constant currency basis, with prior period results translated at current period average exchange rates to exclude the effect of currency fluctuations.

Organic sales change refers to sales change ex. currency, excluding the estimated impact of acquisitions and product line divestitures.

We believe that sales change ex. currency and organic sales change assist investors in evaluating the sales change from the ongoing activities of our businesses and enhance their ability to evaluate our results from period to period.

Adjusted operating income refers to income before taxes; interest expense; other non-operating expense (income), net; and other expense (income), net.

Adjusted EBITDA refers to adjusted operating income before depreciation and amortization.

Adjusted operating margin refers to adjusted operating income as a percentage of net sales.

Adjusted EBITDA margin refers to adjusted EBITDA as a percentage of net sales.

Adjusted tax rate refers to the full-year GAAP tax rate, adjusted to exclude certain unusual or infrequent events that are expected to significantly impact that rate, such as effects of certain discrete tax planning actions, impacts related to the enactment of the U.S. Tax Cuts and Jobs Act (“TCJA”), where applicable, and other items.

Adjusted net income refers to income before taxes, tax-effected at the adjusted tax rate, and adjusted for tax-effected restructuring charges and other items.

Adjusted net income per common share, assuming dilution (adjusted EPS) refers to adjusted net income divided by the weighted average number of common shares outstanding, assuming dilution.

We believe that adjusted operating margin, adjusted EBITDA margin, adjusted net income, and adjusted EPS assist investors in understanding our core operating trends and comparing our results with those of our competitors.

Net debt to adjusted EBITDA ratio refers to total debt (including finance leases) less cash and cash equivalents, divided by adjusted EBITDA for the last twelve months. We believe that the net debt to adjusted EBITDA ratio assists investors in assessing our leverage position.

Free cash flow refers to cash flow provided by operating activities, less payments for property, plant and equipment, software and other deferred charges, plus proceeds from sales of property, plant and equipment, plus (minus) net proceeds from insurance and sales (purchases) of investments. Free cash flow is also adjusted for, where applicable, certain acquisition-related transaction costs. We believe that free cash flow assists investors by showing the amount of cash we have available for debt reductions, dividends, share repurchases, and acquisitions.

Reconciliations are provided in accordance with Regulations G and S-K and reconcile our non-GAAP financial measures with the most directly comparable GAAP financial measures.

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AVERY DENNISON CORPORATION
PRELIMINARY RECONCILIATION FROM GAAP TO NON-GAAP FINANCIAL MEASURES
(In millions, except % and per share amounts)

	(UNAUDITED)			
	Three Months Ended		Twelve Months Ended	
	Jan. 1, 2022 (13 weeks)	**Jan. 2, 2021** (14 weeks)	**Jan. 1, 2022** (52 weeks)	**Jan. 2, 2021** (53 weeks)
Reconciliation from GAAP to Non-GAAP operating margins:				
Net sales	$ 2,183.2	$ 1,990.9	$ 8,408.3	$ 6,971.5
Income before taxes	$ 244.0	$ 255.3	$ 992.6	$ 737.3
Income before taxes as a percentage of net sales	11.2%	12.8%	11.8%	10.6%
Adjustments:				
Interest expense	$ 20.0	$ 15.6	$ 70.2	$ 70.0
Other non-operating expense (income), net	(0.5)	2.1	(4.1)	1.9
Operating income before interest expense, other non-operating expense (income), and taxes	$ 263.5	$ 273.0	$ 1,058.7	$ 809.2
Operating margins	12.1%	13.7%	12.6%	11.6%
Income before taxes	$ 244.0	$ 255.3	$ 992.6	$ 737.3
Adjustments:				
Restructuring charges:				
Severance and related costs	5.4	2.7	10.5	49.1
Asset impairment and lease cancellation charges	1.2	---	3.1	6.2
Transaction and related costs	0.8	1.0	20.9	4.2
(Gain) loss on sale of assets, net	---	(0.5)	0.2	(0.5)
Gain on venture investments, net	(18.1)	(6.9)	(23.0)	(5.4)
Gain on sale of product line	---	---	(5.7)	---
Outcomes of legal proceedings, net[(1)]	---	---	(0.4)	---
Interest expense	20.0	15.6	70.2	70.0
Other non-operating expense (income), net	(0.5)	2.1	(4.1)	1.9
Adjusted operating income (non-GAAP)	$ 252.8	$ 269.3	$ 1,064.3	$ 862.8
Adjusted operating margins (non-GAAP)	11.6%	13.5%	12.7%	12.4%
Reconciliation from GAAP to Non-GAAP net income:				
As reported net income	$ 182.7	$ 191.5	$ 740.1	$ 555.9
Adjustments:				
Restructuring charges and other items[(2)]	(10.7)	(3.7)	5.6	53.6
Pension plan settlement and curtailment losses	1.5	0.5	2.5	0.5
Tax effect on restructuring charges and other items and impact of adjusted tax rate	4.9	2.2	(1.2)	(13.0)
Adjusted net income (non-GAAP)	$ 178.4	$ 190.5	$ 747.0	$ 597.0

(1) 2021 includes Brazil indirect tax credit based on the Brazilian Federal Supreme Court ruling of $29.1, partially offset by contingent liability related to a patent infringement lawsuit of $26.6 and legal settlement of $2.1.

(2) Includes pretax restructuring charges, transaction and related costs, gain/loss on sale of assets, gain/loss on venture investments, gain on sale of product line, and outcomes of legal proceedings.

AVERY DENNISON CORPORATION
PRELIMINARY RECONCILIATION FROM GAAP TO NON-GAAP FINANCIAL MEASURES
(In millions, except % and per share amounts)

	(UNAUDITED)			
	Three Months Ended		Twelve Months Ended	
	Jan. 1, 2022 (13 weeks)	Jan. 2, 2021 (14 weeks)	Jan. 1, 2022 (52 weeks)	Jan. 2, 2021 (53 weeks)
Reconciliation from GAAP to Non-GAAP net income per common share:				
As reported net income per common share, assuming dilution	$ 2.19	$ 2.28	$ 8.83	$ 6.61
Adjustments per common share, net of tax:				
Restructuring charges and other items(1)	(0.13)	(0.05)	0.06	0.64
Pension plan settlement and curtailment losses	0.01	0.01	0.03	0.01
Tax effect on restructuring charges and other items and impact of adjusted tax rate	0.06	0.03	(0.01)	(0.16)
Adjusted net income per common share, assuming dilution (non-GAAP)	$ 2.13	$ 2.27	$ 8.91	$ 7.10
Weighted average number of common shares outstanding, assuming dilution	83.6	84.1	83.8	84.1

Our adjusted tax rate was 23.9% and 25% for the three and twelve months ended Jan. 1, 2022, respectively, and 24.1% for the three and twelve months ended Jan. 2, 2021.

(1) Includes pretax restructuring charges, transaction and related costs, gain/loss on sale of assets, gain/loss on venture investments, gain on sale of product line, and outcomes of legal proceedings.

	(UNAUDITED)			
	Three Months Ended		Twelve Months Ended	
	Jan. 1, 2022 (13 weeks)	Jan. 2, 2021 (14 weeks)	Jan. 1, 2022 (52 weeks)	Jan. 2, 2021 (53 weeks)
Reconciliation of free cash flow:				
Net cash provided by operating activities	$ 284.0	$ 309.5	$ 1,046.8	$ 751.3
Purchases of property, plant and equipment	(124.4)	(109.7)	(255.0)	(201.4)
Purchases of software and other deferred charges	(7.3)	(3.4)	(17.1)	(17.2)
Proceeds from sales of property, plant and equipment	---	9.0	1.1	9.2
Proceeds from insurance and sales (purchases) of investments, net	1.9	0.4	3.1	5.6
Payments for certain acquisition-related transaction costs	4.3	---	18.8	---
Free cash flow (non-GAAP)	$ 158.5	$ 205.8	$ 797.7	$ 547.5

AVERY DENNISON CORPORATION
PRELIMINARY SUPPLEMENTARY INFORMATION
(In millions, except %)
(UNAUDITED)

	Fourth Quarter Ended					
	NET SALES		OPERATING INCOME (LOSS)		OPERATING MARGINS	
	2021 (13 weeks)	2020 (14 weeks)	2021 (13 weeks)	2020 (14 weeks)	2021 (13 weeks)	2020 (14 weeks)
Label and Graphic Materials	$ 1,331.4	$ 1,294.7	$ 162.5	$ 205.7	12.2%	15.9%
Retail Branding and Information Solutions	659.1	508.0	96.6	77.5	14.7%	15.3%
Industrial and Healthcare Materials	192.7	188.2	16.9	23.3	8.8%	12.4%
Corporate Expense	N/A	N/A	(12.5)	(33.5)	N/A	N/A
TOTAL FROM OPERATIONS	$ 2,183.2	$ 1,990.9	$ 263.5	$ 273.0	12.1%	13.7%

RECONCILIATION FROM GAAP TO NON-GAAP SUPPLEMENTARY INFORMATION

	Fourth Quarter Ended			
	OPERATING INCOME		OPERATING MARGINS	
	2021	2020	2021	2020
Label and Graphic Materials				
Operating income and margins, as reported	$ 162.5	$ 205.7	12.2%	15.9%
Adjustments:				
Restructuring charges:				
Severance and related costs	1.1	0.3	0.1%	---
Asset impairment charges	0.9	---	0.1%	---
Transaction and related costs	0.1	1.0	---	0.1%
Gain on venture investment	---	(6.9)	---	(0.5%)
Gain on sale of assets	---	(0.5)	---	(0.1%)
Adjusted operating income and margins (non-GAAP)	$ 164.6	$ 199.6	12.4%	15.4%
Depreciation and amortization	27.8	28.6	2.1%	2.2%
Adjusted EBITDA and margins (non-GAAP)	$ 192.4	$ 228.2	14.5%	17.6%
Retail Branding and Information Solutions				
Operating income and margins, as reported	$ 96.6	$ 77.5	14.7%	15.3%
Adjustments:				
Restructuring charges:				
Severance and related costs	3.5	2.1	0.5%	0.4%
Asset impairment and lease cancellation charges	0.3	---	---	---
Transaction and related costs	0.4	---	0.1%	---
Gain on venture investment	(11.8)	---	(1.8%)	---
Adjusted operating income and margins (non-GAAP)	$ 89.0	$ 79.6	13.5%	15.7%
Depreciation and amortization	37.9	20.0	5.8%	3.9%
Adjusted EBITDA and margins (non-GAAP)	$ 126.9	$ 99.6	19.3%	19.6%
Industrial and Healthcare Materials				
Operating income and margins, as reported	$ 16.9	$ 23.3	8.8%	12.4%
Adjustments:				
Restructuring charges:				
Severance and related costs	0.8	(0.2)	0.4%	(0.1%)
Transaction and related costs	0.3	---	0.1%	---
Adjusted operating income and margins (non-GAAP)	$ 18.0	$ 23.1	9.3%	12.3%
Depreciation and amortization	6.9	6.9	3.6%	3.6%
Adjusted EBITDA and margins (non-GAAP)	$ 24.9	$ 30.0	12.9%	15.9%

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AVERY DENNISON CORPORATION
PRELIMINARY SUPPLEMENTARY INFORMATION
(In millions, except %)
(UNAUDITED)

	Twelve Months Ended					
	NET SALES		OPERATING INCOME (LOSS)		OPERATING MARGINS	
	2021 (52 weeks)	2020 (53 weeks)	2021 (52 weeks)	2020 (53 weeks)	2021 (52 weeks)	2020 (53 weeks)
Label and Graphic Materials	$ 5,430.4	$ 4,715.1	$ 801.7	$ 688.8	14.8%	14.6%
Retail Branding and Information Solutions	2,201.8	1,630.9	257.2	144.7	11.7%	8.9%
Industrial and Healthcare Materials	776.1	625.5	81.6	58.2	10.5%	9.3%
Corporate Expense	N/A	N/A	(81.8)	(82.5)	N/A	N/A
TOTAL FROM OPERATIONS	$ 8,408.3	$ 6,971.5	$ 1,058.7	$ 809.2	12.6%	11.6%

RECONCILIATION FROM GAAP TO NON-GAAP SUPPLEMENTARY INFORMATION

	Twelve Months Ended			
	OPERATING INCOME		OPERATING MARGINS	
	2021	2020	2021	2020
Label and Graphic Materials				
Operating income and margins, as reported	$ 801.7	$ 688.8	14.8%	14.6%
Adjustments:				
Restructuring charges:				
Severance and related costs	1.2	27.0	---	0.6%
Asset impairment charges	2.2	0.9	---	---
Transaction and related costs	0.5	1.7	---	---
Outcomes of legal proceedings, net[1]	(26.3)	---	(0.5%)	---
Gain on sale of product line	(5.7)	---	(0.1%)	---
Gain on venture investment	---	(6.9)	---	(0.1%)
Gain on sale of assets	---	(0.5)	---	---
Adjusted operating income and margins (non-GAAP)	$ 773.6	$ 711.0	14.2%	15.1%
Depreciation and amortization	114.3	107.0	2.2%	2.2%
Adjusted EBITDA and margins (non-GAAP)	$ 887.9	$ 818.0	16.4%	17.3%
Retail Branding and Information Solutions				
Operating income and margins, as reported	$ 257.2	$ 144.7	11.7%	8.9%
Adjustments:				
Restructuring charges:				
Severance and related costs	6.7	17.1	0.3%	1.0%
Asset impairment and lease cancellation charges	0.9	1.6	---	0.1%
Transaction and related costs	19.3	2.5	0.9%	0.2%
Outcomes of legal proceedings, net[2]	25.9	---	1.2%	---
Loss on sale of asset	0.5	---	---	---
(Gain) loss on venture investments	(16.7)	1.5	(0.8%)	0.1%
Adjusted operating income and margins (non-GAAP)	$ 293.8	$ 167.4	13.3%	10.3%
Depreciation and amortization	102.2	71.6	4.7%	4.4%
Adjusted EBITDA and margins (non-GAAP)	$ 396.0	$ 239.0	18.0%	14.7%
Industrial and Healthcare Materials				
Operating income and margins, as reported	$ 81.6	$ 58.2	10.5%	9.3%
Adjustments:				
Restructuring charges:				
Severance and related costs	1.6	4.7	0.2%	0.7%
Asset impairment charges	---	3.7	---	0.6%
Transaction and related costs	1.1	---	0.1%	---
Gain on sale of assets	(0.3)	---	---	---
Adjusted operating income and margins (non-GAAP)	$ 84.0	$ 66.6	10.8%	10.6%
Depreciation and amortization	27.6	26.7	3.6%	4.3%
Adjusted EBITDA and margins (non-GAAP)	$ 111.6	$ 93.3	14.4%	14.9%

[1] 2021 YTD includes Brazil indirect tax credit based on the Brazilian Federal Supreme Court ruling of $28.4, partially offset by legal settlement of $2.1.
[2] 2021 YTD includes contingent liability related to a patent infringement lawsuit of $26.6, partially offset by Brazil indirect tax credit based on the Brazilian Federal Supreme Court ruling of $.7.

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AVERY DENNISON CORPORATION
PRELIMINARY SUPPLEMENTARY INFORMATION
Reconciliation of Adjusted EBITDA Margins
(In millions, except %)
(UNAUDITED)

	QTD			YTD		
	(13 weeks)	(14 weeks)	(13 weeks)	(52 weeks)	(53 weeks)	(52 weeks)
Label and Graphic Materials	**4Q21**	**4Q20**	**4Q19**	**4Q21**	**4Q20**	**4Q19**
Net sales	$ 1,331.4	$ 1,294.7	$ 1,176.2	$ 5,430.4	$ 4,715.1	$ 4,745.9
Operating income before interest expense, other non-operating expense (income) and taxes, as reported	$ 162.5	$ 205.7	$ 140.9	$ 801.7	$ 688.8	$ 601.5
Operating margins, as reported	12.2%	15.9%	12.0%	14.8%	14.6%	12.7%
Non-GAAP adjustments:						
Restructuring charges:						
Severance and related costs	$ 1.1	$ 0.3	$ 15.1	$ 1.2	$ 27.0	$ 27.7
Asset impairment and lease cancellation charges	0.9	-	-	2.2	0.9	1.3
Other items	0.1	(6.4)	-	(31.5)	(5.7)	(0.7)
Adjusted operating income (non-GAAP)	$ 164.6	$ 199.6	$ 156.0	$ 773.6	$ 711.0	$ 629.8
Adjusted operating margins (non-GAAP)	12.4%	15.4%	13.3%	14.2%	15.1%	13.3%
Depreciation and amortization	$ 27.8	$ 28.6	$ 26.0	$ 114.3	$ 107.0	$ 100.2
Adjusted EBITDA (non-GAAP)	$ 192.4	$ 228.2	$ 182.0	$ 887.9	$ 818.0	$ 730.0
Adjusted EBITDA margins (non-GAAP)	14.5%	17.6%	15.5%	16.4%	17.3%	15.4%

Retail Branding and Information Solutions	**4Q21**	**4Q20**	**4Q19**	**4Q21**	**4Q20**	**4Q19**
Net sales	$ 659.1	$ 508.0	$ 426.9	$ 2,201.8	$ 1,630.9	$ 1,650.3
Operating income before interest expense, other non-operating expense (income) and taxes, as reported	$ 96.6	$ 77.5	$ 49.1	$ 257.2	$ 144.7	$ 196.6
Operating margins, as reported	14.7%	15.3%	11.5%	11.7%	8.9%	11.9%
Non-GAAP adjustments:						
Restructuring charges:						
Severance and related costs	$ 3.5	$ 2.1	$ 6.3	$ 6.7	$ 17.1	$ 9.3
Asset impairment and lease cancellation charges	0.3	-	0.1	0.9	1.6	0.5
Other items	(11.4)	-	2.6	29.0	4.0	0.1
Adjusted operating income (non-GAAP)	$ 89.0	$ 79.6	$ 58.1	$ 293.8	$ 167.4	$ 206.5
Adjusted operating margins (non-GAAP)	13.5%	15.7%	13.6%	13.3%	10.3%	12.5%
Depreciation and amortization	$ 37.9	$ 20.0	$ 13.2	$ 102.2	$ 71.6	$ 52.6
Adjusted EBITDA (non-GAAP)	$ 126.9	$ 99.6	$ 71.3	$ 396.0	$ 239.0	$ 259.1
Adjusted EBITDA margins (non-GAAP)	19.3%	19.6%	16.7%	18.0%	14.7%	15.7%

Industrial and Healthcare Materials	**4Q21**	**4Q20**	**4Q19**	**4Q21**	**4Q20**	**4Q19**
Net sales	$ 192.7	$ 188.2	$ 169.8	$ 776.1	$ 625.5	$ 673.9
Operating income before interest expense, other non-operating expense (income) and taxes, as reported	$ 16.9	$ 23.3	$ 12.2	$ 81.6	$ 58.2	$ 60.0
Operating margins, as reported	8.8%	12.4%	7.2%	10.5%	9.3%	8.9%
Non-GAAP adjustments:						
Restructuring charges:						
Severance and related costs	$ 0.8	$ (0.2)	$ 1.9	$ 1.6	$ 4.7	$ 6.1
Asset impairment charges	-	-	3.3	-	3.7	3.3
Other items	0.3	-	-	0.8	-	-
Adjusted operating income (non-GAAP)	$ 18.0	$ 23.1	$ 17.4	$ 84.0	$ 66.6	$ 69.4
Adjusted operating margins (non-GAAP)	9.3%	12.3%	10.2%	10.8%	10.6%	10.3%
Depreciation and amortization	$ 6.9	$ 6.9	$ 6.4	$ 27.6	$ 26.7	$ 26.2
Adjusted EBITDA (non-GAAP)	$ 24.9	$ 30.0	$ 23.8	$ 111.6	$ 93.3	$ 95.6
Adjusted EBITDA margins (non-GAAP)	12.9%	15.9%	14.0%	14.4%	14.9%	14.2%

Corporate expense	**4Q21**	**4Q20**	**4Q19**	**4Q21**	**4Q20**	**4Q19**
Corporate expense, as reported	$ (12.5)	$ (33.5)	$ (22.1)	$ (81.8)	$ (82.5)	$ (87.6)
Non-GAAP adjustments:						
Restructuring charges:						
Severance and related costs	$ -	$ 0.5	$ 2.2	$ 1.0	$ 0.3	$ 2.2
Other items	(6.3)	-	-	(6.3)	-	3.4
Corporate expense (non-GAAP)	$ (18.8)	$ (33.0)	$ (19.9)	$ (87.1)	$ (82.2)	$ (82.0)

Total Company	**4Q21**	**4Q20**	**4Q19**	**4Q21**	**4Q20**	**4Q19**
Net sales	$ 2,183.2	$ 1,990.9	$ 1,772.9	$ 8,408.3	$ 6,971.5	$ 7,070.1
Operating income before interest expense, other non-operating expense (income) and taxes, as reported	$ 263.5	$ 273.0	$ 180.1	$ 1,058.7	$ 809.2	$ 770.5
Operating margins, as reported	12.1%	13.7%	10.2%	12.6%	11.6%	10.9%
Non-GAAP adjustments:						
Restructuring charges:						
Severance and related costs	$ 5.4	$ 2.7	$ 25.5	$ 10.5	$ 49.1	$ 45.3
Asset impairment and lease cancellation charges	1.2	-	3.4	3.1	6.2	5.1
Other items	(17.3)	(6.4)	2.6	(8.0)	(1.7)	2.8
Adjusted operating income (non-GAAP)	$ 252.8	$ 269.3	$ 211.6	$ 1,064.3	$ 862.8	$ 823.7
Adjusted operating margins (non-GAAP)	11.6%	13.5%	11.9%	12.7%	12.4%	11.7%
Depreciation and amortization	$ 72.6	$ 55.5	$ 45.6	$ 244.1	$ 205.3	$ 179.0
Adjusted EBITDA (non-GAAP)	$ 325.4	$ 324.8	$ 257.2	$ 1,308.4	$ 1,068.1	$ 1,002.7
Adjusted EBITDA margins (non-GAAP)	14.9%	16.3%	14.5%	15.6%	15.3%	14.2%

AVERY DENNISON CORPORATION
PRELIMINARY SUPPLEMENTARY INFORMATION
Reconciliation of Adjusted EBITDA Margins and Net Debt to Adjusted EBITDA
(In millions, except %)
(UNAUDITED)

	QTD			
Total Company	**1Q21**	**2Q21**	**3Q21**	**4Q21**
Net sales	$2,051.3	$2,102.0	$2,071.8	$2,183.2
Operating income before interest expense, other non-operating expense (income) and taxes, as reported	$ 283.8	$ 269.9	$ 241.5	$ 263.5
Operating margins, as reported	13.8%	12.8%	11.7%	12.1%
Non-GAAP adjustments:				
Restructuring charges:				
Severance and related costs	$ 2.4	$ 1.6	$ 1.1	$ 5.4
Asset impairment and lease cancellation charges	0.5	0.1	1.3	1.2
Other items	(2.0)	(2.3)	13.6	(17.3)
Adjusted operating income (non-GAAP)	$ 284.7	$ 269.3	$ 257.5	$ 252.8
Adjusted operating margins (non-GAAP)	13.9%	12.8%	12.4%	11.6%
Depreciation and amortization	$ 54.4	$ 55.2	$ 61.9	$ 72.6
Adjusted EBITDA (non-GAAP)	$ 339.1	$ 324.5	$ 319.4	$ 325.4
Adjusted EBITDA margins (non-GAAP)	16.5%	15.4%	15.4%	14.9%

Total Debt	$3,104.7
Less: Cash and cash equivalents	162.7
Net Debt	$2,942.0
Net Debt to Adjusted EBITDA LTM* (non-GAAP)	2.2

*LTM = Last twelve months (1Q21 to 4Q21)

-more-

AVERY DENNISON CORPORATION
PRELIMINARY SUPPLEMENTARY INFORMATION
(UNAUDITED)

	Fourth Quarter 2021 (vs. 2020)			
	Total Company	Label and Graphic Materials	Retail Branding and Information Solutions	Industrial and Healthcare Materials
Reconciliation from GAAP to Non-GAAP sales change				
Reported net sales change	9.7%	2.8%	29.7%	2.4%
Foreign currency translation	0.3%	0.6%	(0.3%)	(0.6%)
Extra week impact	8.5%	8.0%	9.5%	10.0%
Sales change ex. currency (non-GAAP)(1)	18.5%	11.5%	38.9%	11.7%
Acquisitions and product line divestitures	(5.7%)	(0.8%)	(19.3%)	(2.2%)
Organic sales change (non-GAAP)(1)	12.8%	10.6%	19.7%	9.5%

	Full Year 2021 (vs. 2020)			
	Total Company	Label and Graphic Materials	Retail Branding and Information Solutions	Industrial and Healthcare Materials
Reconciliation from GAAP to Non-GAAP sales change				
Reported net sales change	20.6%	15.2%	35.0%	24.1%
Foreign currency translation	(3.4%)	(3.6%)	(2.2%)	(4.4%)
Extra week impact	1.4%	1.1%	2.1%	2.0%
Sales change ex. currency (non-GAAP)(1)	18.6%	12.7%	34.9%	21.7%
Acquisitions and product line divestitures	(3.1%)	(0.8%)	(9.7%)	(3.8%)
Organic sales change (non-GAAP)(1)	15.6%	12.0%	25.2%	17.8%

	Full Year 2021 (vs. 2019)(2)			
	Total Company	Label and Graphic Materials	Retail Branding and Information Solutions	Industrial and Healthcare Materials
Reconciliation from GAAP to Non-GAAP sales change				
Reported net sales change	18.9%	14.4%	33.4%	15.2%
Foreign currency translation	(2.3%)	(2.3%)	(1.1%)	(4.2%)
Extra week impact	---	---	---	---
Sales change ex. currency (non-GAAP)(1)	16.7%	12.1%	32.3%	11.0%
Acquisitions and product line divestitures	(5.2%)	(0.5%)	(19.3%)	(3.7%)
Organic sales change (non-GAAP)(1)	11.5%	11.6%	13.0%	7.3%

(1) Totals may not sum due to rounding.
(2) 2021 vs. 2019 results are presented to facilitate comparison with pre-pandemic performance.

Exhibit 99.2

Fourth Quarter and Full Year 2021 Financial Review and Analysis

(preliminary, unaudited)

February 2, 2022

Supplemental Presentation Materials

Unless otherwise indicated, comparisons are to the same period in the prior year.

AVERY DENNISON

Safe Harbor Statement

Certain statements contained in this document are "forward-looking statements" intended to qualify for the safe harbor from liability established by the Private Securities Litigation Reform Act of 1995. These forward-looking statements, and financial or other business targets, are subject to certain risks and uncertainties. Forward-looking statements also include those related to our acquisition of Vestcom, including its anticipated benefits, financing and effect on our long-term targets and future financial results. We believe that the most significant risk factors that could affect our financial performance in the near-term include: (i) the impacts to underlying demand for our products and/or foreign currency fluctuations from global economic conditions, political uncertainty, changes in environmental standards and governmental regulations, including as a result of COVID-19; (ii) availability of raw materials; (iii) competitors' actions, including pricing, expansion in key markets, and product offerings; (iv) the degree to which higher costs can be offset with productivity measures and/or passed on to customers through price increases, without a significant loss of volume; and (v) the execution and integration of acquisitions, including the acquisition of Vestcom.

Actual results and trends may differ materially from historical or anticipated results depending on a variety of factors, including but are not limited to, risks and uncertainties relating to the following:

- COVID-19
- International Operations – worldwide and local economic and market conditions; changes in political conditions; and fluctuations in foreign currency exchange rates and other risks associated with foreign operations, including in emerging markets
- Our Business – changes in our markets due to competitive conditions, technological developments, environmental standards, laws and regulations, and customer preferences; fluctuations in demand affecting sales to customers; execution and integration of acquisitions, including the acquisition of Vestcom; selling prices; fluctuations in the cost and availability of raw materials and energy; the impact of competitive products and pricing; customer and supplier concentrations or consolidations; financial condition of distributors; outsourced manufacturers; product and service quality; timely development and market acceptance of new products, including sustainable or sustainably-sourced products; investment in development activities and new production facilities; successful implementation of new manufacturing technologies and installation of manufacturing equipment; our ability to generate sustained productivity improvement; our ability to achieve and sustain targeted cost reductions; and collection of receivables from customers
- Our Vestcom Acquisition – risks related to future opportunities and plans for the combined company, including the uncertainty of expected future financial performance and results of the combined company; unknown liabilities; and the possibility that, if we do not achieve the perceived benefits of the acquisition as rapidly or to the extent anticipated by financial analysts or investors, the market price of our common stock could decline
- Income Taxes – fluctuations in tax rates; changes in tax laws and regulations, and uncertainties associated with interpretations of such laws and regulations; retention of tax incentives; outcome of tax audits; and the realization of deferred tax assets
- Information Technology – disruptions in information technology systems, including cyber-attacks or other intrusions to network security; successful installation of new or upgraded information technology systems; and data security breaches
- Human Capital – recruitment and retention of employees; fluctuations in employee benefit costs; and collective labor arrangements
- Our Indebtedness – credit risks; our ability to obtain adequate financing arrangements and maintain access to capital; volatility of financial markets; fluctuations in interest rates; and compliance with our debt covenants
- Ownership of Our Stock – potential significant variability of our stock price and amounts of future dividends and share repurchases
- Legal and Regulatory Matters – protection and infringement of intellectual property and impact of legal and regulatory proceedings, including with respect to environmental, health and safety, anti-corruption and trade compliance
- Other Financial Matters – fluctuations in pension costs and goodwill impairment

For a more detailed discussion of these factors, see “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in our 2020 Form 10-K, filed with the Securities and Exchange Commission on February 25, 2021, and subsequent quarterly reports on Form 10-Q.

The forward-looking statements included in this document are made only as of the date of this document, and we undertake no obligation to update these statements to reflect subsequent events or circumstances, other than as may be required by law.

Use of Non-GAAP Financial Measures

This presentation contains certain non-GAAP financial measures as defined by SEC rules. We report our financial results in conformity with accounting principles generally accepted in the United States of America, or GAAP, and also communicate with investors using certain non-GAAP financial measures. These non-GAAP financial measures are not in accordance with, nor are they a substitute for or superior to, the comparable GAAP financial measures. These non-GAAP financial measures are intended to supplement the presentation of our financial results that are prepared in accordance with GAAP. Based on feedback from investors and financial analysts, we believe that the supplemental non-GAAP financial measures we provide are useful to their assessments of our performance and operating trends, as well as liquidity. In accordance with Regulations G and S-K, reconciliations of non-GAAP financial measures to the most directly comparable GAAP financial measures, including limitations associated with these non-GAAP financial measures, are provided in the appendix to this document and/or financial schedules accompanying the earnings news release for the quarter (see Attachments A-4 through A-10 to news release dated February 2, 2022).

Our non-GAAP financial measures exclude the impact of certain events, activities or strategic decisions. The accounting effects of these events, activities or decisions, which are included in the GAAP financial measures, may make it difficult to assess our underlying performance in a single period. By excluding the accounting effects, positive or negative, of certain items (e.g., restructuring charges, outcomes of certain legal proceedings, certain effects of strategic transactions and related costs, losses from debt extinguishments, gains or losses from curtailment or settlement of pension obligations, gains or losses on sales of certain assets, gains or losses on venture investments, and other items), we believe that we are providing meaningful supplemental information that facilitates an understanding of our core operating results and liquidity measures. While some of the items we exclude from GAAP financial measures recur, they tend to be disparate in amount, frequency, or timing.

We use these non-GAAP financial measures internally to evaluate trends in our underlying performance, as well as to facilitate comparison to the results of competitors for quarters and year-to-date periods, as applicable. We use the non-GAAP financial measures described below in this presentation and the accompanying news release.

- **Sales change ex. currency** refers to the increase or decrease in net sales, excluding the estimated impact of foreign currency translation, and, where applicable, an extra week in our fiscal year and the calendar shift resulting from the extra week in the prior fiscal year and currency adjustment for transitional reporting of highly inflationary economies. The estimated impact of foreign currency translation is calculated on a constant currency basis, with prior period results translated at current period average exchange rates to exclude the effect of currency fluctuations.
- **Organic sales change** refers to sales change ex. currency, excluding the estimated impact of acquisitions and product line divestitures.

We believe that sales change ex. currency and organic sales change assist investors in evaluating the sales change from the ongoing activities of our businesses and enhance their ability to evaluate our results from period to period.

- **Adjusted operating income** refers to income before taxes; interest expense; other non-operating expense (income), net; and other expense (income), net.
- **Adjusted EBITDA** refers to adjusted operating income before depreciation and amortization.
- **Adjusted operating margin** refers to adjusted operating income as a percentage of net sales.
- **Adjusted EBITDA margin** refers to adjusted EBITDA as a percentage of net sales.
- **Adjusted tax rate** refers to the full-year GAAP tax rate, adjusted to exclude certain unusual or infrequent events that are expected to significantly impact that rate, such as effects of certain discrete tax planning actions, impacts related to the enactment of the U.S. Tax Cuts and Jobs Act (TCJA), where applicable, and other items.
- **Adjusted net income** refers to income before taxes, tax-effected at the adjusted tax rate, and adjusted for tax-effected restructuring charges and other items.
- **Adjusted net income per common share, assuming dilution (adjusted EPS)** refers to adjusted net income divided by the weighted average number of common shares outstanding, assuming dilution.

We believe that adjusted operating margin, adjusted EBITDA margin, adjusted net income, and adjusted EPS assist investors in understanding our core operating trends and comparing our results with those of our competitors.

- **Net debt to adjusted EBITDA ratio** refers to total debt (including finance leases) less cash and cash equivalents, divided by adjusted EBITDA for the last twelve months. We believe that the net debt to adjusted EBITDA ratio assists investors in assessing our leverage position.
- **Return on total capital incl. acquisition amortization (ROTC)** refers to net income excluding the expense and tax benefit of debt financing divided by the average of beginning and ending invested capital. ROTC excl. acquisition amortization refers to ROTC adjusted for the impact of amortization of intangible assets from acquisitions. We believe that ROTC incl. acquisition amortization and ROTC excl. acquisition amortization assist investors in understanding our ability to generate returns from our capital.
- **Free cash flow** refers to cash flow provided by operating activities, less payments for property, plant and equipment, software and other deferred charges, plus proceeds from sales of property, plant and equipment, plus (minus) net proceeds from insurance and sales (purchases) of investments. Free cash flow is also adjusted for, where applicable, certain acquisition-related transaction costs. We believe that free cash flow assists investors by showing the amount of cash we have available for debt reductions, dividends, share repurchases, and acquisitions.

This document has been furnished (not filed) on Form 8-K with the SEC and may be found on our website at www.investors.averydennison.com.

Again delivered strong results in 2021; ramping up investments

Delivered significant sales growth and continued margin expansion in 2021 vs. prior year and 2019

- Intelligent Labels achieved revenue of $0.7 bil.; remain confident in delivering 15%-20% growth longer-term

Grew EPS more than 25% and generated record free cash flow

Closed three strategic acquisitions, adding new capabilities and expanding our position in high value categories

Delivered strong results, despite challenging macro environment

- Safety and well-being of employees remains our top priority during continuing global health crisis
- Supply chains are tight
- Inflation remains persistent; continue to implement pricing/productivity measures

Exceeded all company-wide five-year targets through 2021

- 7% ex. currency growth CAGR, margins up ~3 pts., 17% adj. EPS growth CAGR, and 18%+ ROTC

Well-positioned for continued GDP+ growth and top-quartile return on capital, on track to achieve 2025 goals

- Targeting strong revenue and earnings growth in 2022

Committed to continuing success of all stakeholders: employees, customers, communities and shareholders

Full Year 2021 Review

Reported EPS of $8.83, up 34%

Adj. EPS (non-GAAP) of $8.91, up 25% vs. 2020 (up 35% vs. 2019)

Reported sales of $8.4 bil., up 21%

- Sales growth ex. currency (non-GAAP) of 19%; organic sales growth (non-GAAP) of 16%
- Compared to 2019, sales growth ex. currency of 17%; organic sales growth of 12%
- Strong volume growth in addition to impact of higher prices

Reported operating margin of 12.6%, up 100 bps

- Adj. EBITDA margin (non-GAAP) of 15.6%, up 30 bps vs. 2020 (up 140 bps vs. 2019)

Free cash flow (non-GAAP) of $798 mil., up $250+ mil. compared to prior year and 2019

Maintained strong balance sheet, while continuing to deploy capital in disciplined manner

- Year-end net debt to adj. EBITDA (non-GAAP) ratio of 2.2 (below long-term target)
- Deployed $1.5 bil. for strategic M&A and $400+ mil. for buybacks and increased dividend

Targeting continued advancement toward long-term goals in 2022

- Sales growth ex. currency of 11% to 14%; organic sales growth of 8% to 11%
- Reported EPS of $9.25 to $9.65; adj. EPS of $9.35 to $9.75, up ~10% at midpoint, excl. currency

Full Year 2021 Sales Growth and Operating Margin Comparison

	Full Year Sales Growth: Reported	Ex. Currency ('21 vs. '20)	Ex. Currency ('21 vs. '19)	Organic ('21 vs. '20)	Organic ('21 vs. '19)
Label and Graphic Materials	15.2%	12.7%	12.1%	12.0%	11.6%
Retail Branding and Information Solutions	35.0%	34.9%	32.3%	25.2%	13.0%
Industrial and Healthcare Materials	24.1%	21.7%	11.0%	17.8%	7.3%
Total Company	**20.6%**	**18.6%**	**16.7%**	**15.6%**	**11.5%**

	Operating Margin Reported			Adj. Operating Margin (Non-GAAP)			Adj. EBITDA Margin (Non-GAAP)		
	FY21	FY20	FY19	FY21	FY20	FY19	FY21	FY20	FY19
Label and Graphic Materials	14.8%	14.6%	12.7%	14.2%	15.1%	13.3%	16.4%	17.3%	15.4%
Retail Branding and Information Solutions	11.7%	8.9%	11.9%	13.3%	10.3%	12.5%	18.0%	14.7%	15.7%
Industrial and Healthcare Materials	10.5%	9.3%	8.9%	10.8%	10.6%	10.3%	14.4%	14.9%	14.2%
Total Company	**12.6%**	**11.6%**	**10.9%**	**12.7%**	**12.4%**	**11.7%**	**15.6%**	**15.3%**	**14.2%**

Continue to deliver on objectives to drive GDP+ growth and top-quartile ROTC

	2017–2021 TARGETS	2017–2021 RESULTS
Sales Growth	**5%+ Ex. Currency**[(1)] **4%+ Organic**[(1)]	**6.6% Ex. Currency**[(1)] **4.6% Organic**[(1,4)]
Operating Margin	**11%+ in 2021**	**12.6% in 2021** **Adj**[(2)]**: 12.7% in 2021**
Adjusted EPS Growth	**10%+**[(1)]	**17.3%**[(1)]
ROTC incl. Acquisition Amortization (Non-GAAP)	**17%+ in 2021**	**18.4% in 2021**
Net Debt to Adjusted EBITDA	**2.3x to 2.6x**[(3)]	**2.2 at Y/E 2021**

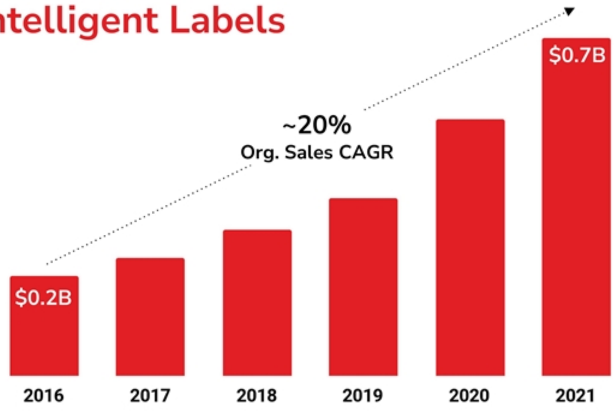
(1) Reflects five-year compound annual growth rate, with 2016 as the base period
(2) Excluding restructuring charges and other items
(3) Reflects adjustment of target (from a range of 1.7x to 2.0x) in July 2018, following decision to fully fund and terminate our U.S. pension plan. See Form 8-K filed July 11, 2018.
(4) AVY Organic sales growth outpaced global GDP 5-year CAGR of ~2.3% (source: IHS Markit)

Segment results vs. five-year financial targets established in 2017

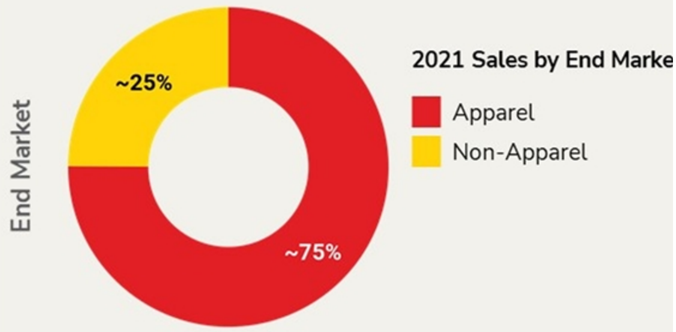
	LGM		RBIS		IHM	
	2017–2021		2017–2021		2017–2021	
	TARGETS	RESULTS	TARGETS	RESULTS	TARGETS	RESULTS
Organic Sales Growth(1)	**4-5%**	**4.4%**	**3-4%**	**6.0%**	**4-5%+**	**2.2%**
Adj. Operating Margin(2)	**12.5-13.5% in 2021**	**14.2% in 2021**	**10-12% in 2021**	**13.3% in 2021**	**12.5-13.5%+ in 2021**	**10.8% in 2021**

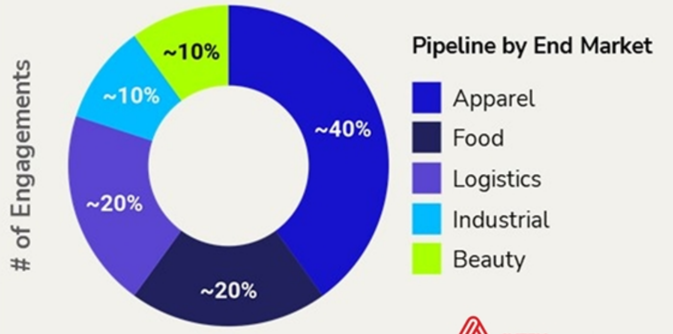
(1) Reflects five-year compound annual growth rate, with 2016 as the base period
(2) Excluding restructuring charges and other items

Intelligent Labels



- Solutions enabling omnichannel retail, more efficient supply chains, enhanced consumer experience and less waste
- Industry leading UHF RFID share 50%+
- Targeting 15–20% top-line organic growth
- Clear innovation leader
- Investing in capacity and market development



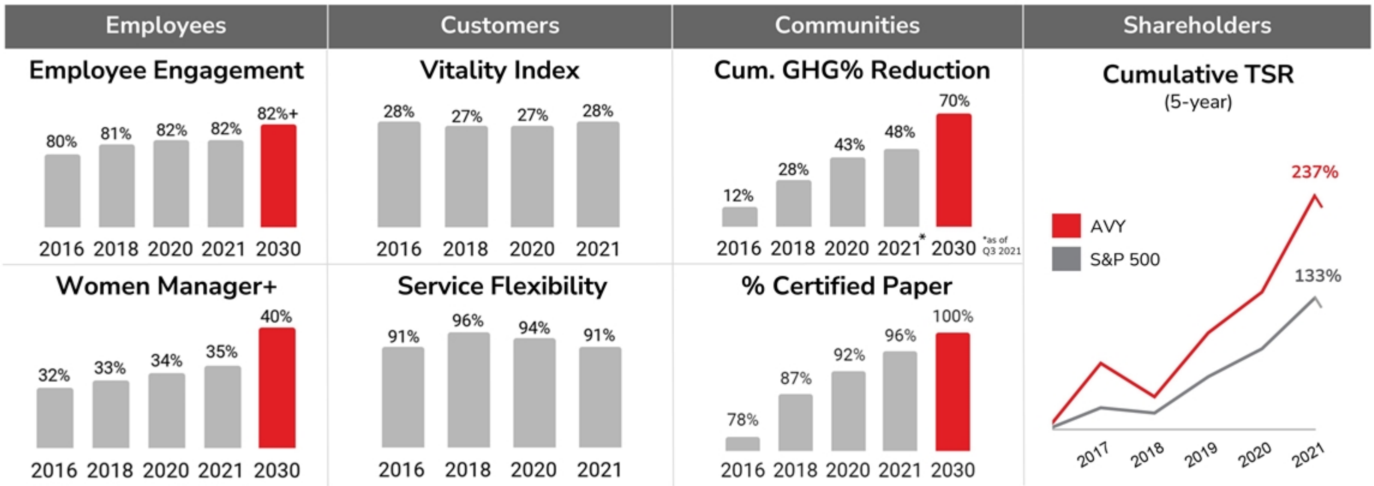


On track to achieve 2025 targets

	2021–2025 TARGETS	2021 RESULTS
Sales Growth	**5%+ Ex. Currency**[1]	On track
Adjusted EBITDA Margin	**16%+ in 2025**	On track
Adjusted EPS Growth	**10%**[1]	On track
ROTC excl. Acquisition Amortization (Non-GAAP)	**18%+**	On track

(1) Reflects five-year compound annual growth rates, with 2020 as the base period
Note: 2021-2025 targets reflected a higher than average growth expectation early in the cycle due to an anticipated economic rebound

ESG: Balanced scorecard measuring progress for all stakeholders



Leading in an environmentally and socially responsible manner, with clear 2030 goals

Deliver innovations that advance the circular economy

Reduce the environmental impact in our operations and supply chain

Make a positive social impact by enhancing the livelihood of our people and communities

Visit our ESG website (esg.averydennison.com) for more info on our sustainability goals and progress (updates coming in March in our Integrated Report and ESG Download)

Fourth Quarter 2021 Review

Reported EPS of $2.19, down 4% driven by impact of extra week in prior year

- Adj. EPS of $2.13, down 6%; up 23% vs. 2019

Reported sales increased 10%, up 18% excluding impact of extra week

- Sales growth ex. currency of 19%; organic sales growth of 13%
  - Intelligent Labels up 20%+ organically
- Strong organic volume/mix growth in addition to impact of higher prices

Reported operating margin of 12.1%, down 160 bps

- Strong performance, while investing for growth
- Adj. EBITDA margin of 14.9%, down 140 bps vs. 2020 (up 40 bps vs. 2019)
  - Impact of raising prices with no corresponding EBITDA reduced margin ~100 bps vs. PY
  - Impact of less belt-tightening and ramping up of investments reduced margin ~50 bps vs. PY
  - Impact of extra week in Q4 2020 elevated PY margins by roughly 50 bps

Operational/Market Update

As pandemic evolves, continue to adapt world-class safety protocols

- Safety and well-being of employees remains our top priority
- All manufacturing locations currently operational

Continue to actively manage dynamic supply and demand environment

- Demand across majority of businesses/regions remains strong
- Raw material, freight and labor availability continue to be constrained
- Lead times remain elevated given demand and supply imbalance
- Continuing to leverage our global scale, working closely with customers/suppliers to minimize disruptions

Inflation remains persistent in our materials businesses, with further sequential inflation in Q1

- FY21: ~10% inflation; up ~20% in Q4
- FY22: anticipate low- to mid-teens inflation, 20%+ in Q1
- Additional pricing and material re-engineering actions being implemented

Quarterly Sales Trend Analysis

	4Q20	1Q21	2Q21	3Q21	4Q21
Reported Sales Change	**12.3%**	**19.1%**	**37.5%**	**19.8%**	**9.7%**
Organic Sales Change	3.2%	8.8%	28.1%	13.9%	12.8%
Acquisitions/Divestitures	2.0%	2.1%	1.1%	3.0%	5.7%
Sales Change Ex. Currency*	5.2%	10.9%	29.2%	17.0%	18.5%
Extra Week Impact	4.9%	3.8%	-	-	(8.5%)
Currency Translation	2.3%	4.4%	8.3%	2.8%	(0.3%)
Reported Sales Change*	**12.3%**	**19.1%**	**37.5%**	**19.8%**	**9.7%**

*Totals may not sum due to rounding.

Fourth Quarter Sales Growth and Operating Margin Comparison

Fourth Quarter Sales Growth

	Reported	Ex. Currency	Organic
Label and Graphic Materials	2.8%	11.5%	10.6%
Retail Branding and Information Solutions	29.7%	38.9%	19.7%
Industrial and Healthcare Materials	2.4%	11.7%	9.5%
Total Company	**9.7%**	**18.5%**	**12.8%**

	Operating Margin Reported			Adj. Operating Margin (Non-GAAP)			Adj. EBITDA Margin (Non-GAAP)		
	4Q21	4Q20	4Q19	4Q21	4Q20	4Q19	4Q21	4Q20	4Q19
Label and Graphic Materials	12.2%	15.9%	12.0%	12.4%	15.4%	13.3%	14.5%	17.6%	15.5%
Retail Branding and Information Solutions	14.7%	15.3%	11.5%	13.5%	15.7%	13.6%	19.3%	19.6%	16.7%
Industrial and Healthcare Materials	8.8%	12.4%	7.2%	9.3%	12.3%	10.2%	12.9%	15.9%	14.0%
Total Company	**12.1%**	**13.7%**	**10.2%**	**11.6%**	**13.5%**	**11.9%**	**14.9%**	**16.3%**	**14.5%**

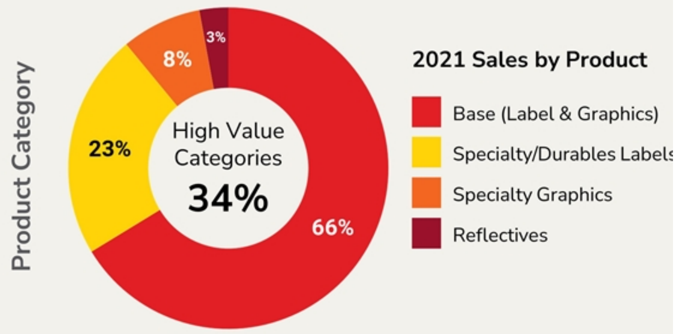
Label and Graphic Materials

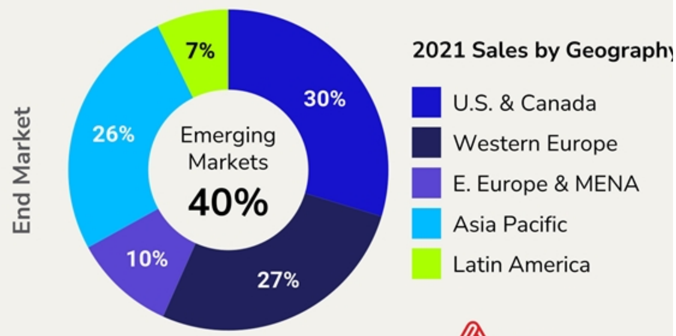
Reported sales increased 3% to $1.3 bil.
Sales up 12% ex. currency and 11% organically

- Label and Packaging Materials up low-double digits on organic basis, with strong growth in both high value and base categories
- Combined Graphics and Reflective Solutions up low-double digits on organic basis
- Organically, North America up mid-teens, Western Europe and emerging markets both up high-single digits

Reported operating margin decreased 370 bps to 12.2%

- Adjusted EBITDA margin decreased 310 bps to 14.5% as benefit from higher organic volume/mix was more than offset by net impact of pricing, freight and raw material costs and impact of extra week in 2020
    - Higher revenue base from price increases alone, with no corresponding incremental EBITDA as they are offsetting inflation, reduced margin by ~140 bps
    - Impact of extra week reduced margin by roughly 65 bps





Fourth Quarter 2021 Results

Retail Branding and Information Solutions

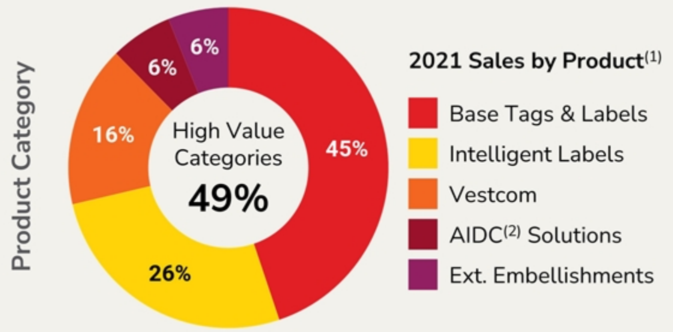
Reported sales increased 30% to $659 mil.
Sales up 39% ex. currency and 20% organically

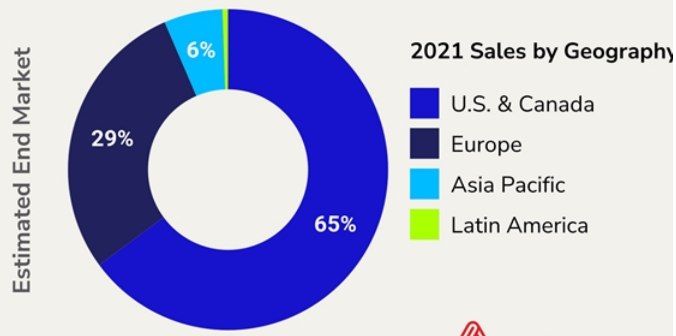
- Strong growth in both high value categories and base business
- Intelligent Labels up 20%+ organically

Reported operating margin decreased 60 bps to 14.7%

- Adjusted EBITDA margin of 19.3% decreased 30 bps as benefits from acquisitions and higher volume were more than offset by growth investments, higher employee-related costs and headwind from prior-year temporary cost reduction actions

Vestcom achieving acquisition objectives





(1) Adjusted to include FY21 Vestcom sales
(2) Automatic Identification and Data Capture ("AIDC")

Fourth Quarter 2021 Results

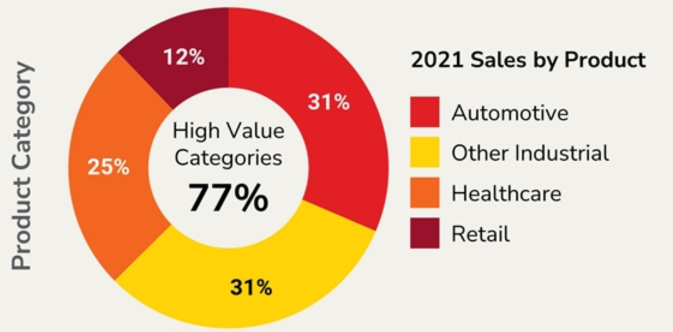
Industrial and Healthcare Materials

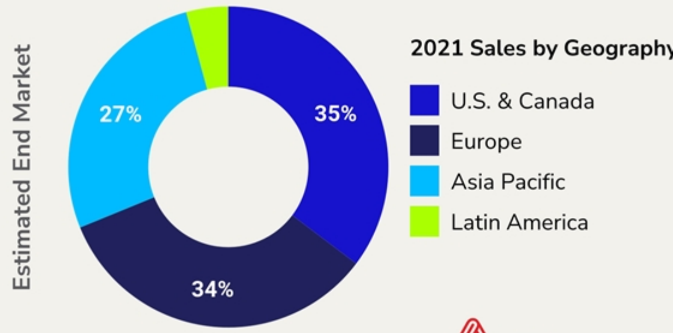
Reported sales increased 2% to $193 mil.
Sales up 12% ex. currency and 10% organically

- Industrial categories up mid-single digits
- Healthcare up mid-teens

Reported operating margin decreased 360 bps to 8.8%

- Adjusted EBITDA margin decreased 300 bps to 12.9% as benefit from productivity was more than offset by net impact of pricing, freight and raw material costs, impact of extra week in 2020, higher employee-related costs and growth investments
    - Higher revenue base from price increases alone, with no corresponding incremental EBITDA as they are offsetting inflation, reduced margin by ~90 bps
    - Impact of extra week reduced margin by roughly 40 bps





2022 EPS Guidance

Reported EPS	**$9.25 – $9.65**
Add Back: **Est. restructuring costs and other items**	**~$0.10**
Adjusted EPS (non-GAAP)	**$9.35 – $9.75**

Contributing Factors to 2022

- Reported sales growth of 8% to 11%; ~3% currency headwind
  - Ex. currency growth of 11% to 14%; ~3% benefit from M&A
  - Organic sales growth of 8% to 11%
- Currency translation headwind to operating income of ~$35 mil., assuming current rates (~$25 mil. in 1H)
- Increasing pace of organic investment; adding capabilities and capacity, particularly in key strategic platforms
  - Investing ~$35 mil. in market development, innovation and foundational capabilities
  - Fixed and IT capital spend up to $350 mil.
- Tax rate in mid-twenty percent range
- Earnings growth back-half weighted

Excluding currency, targeting double-digit adj. EPS growth in 2022

Appendix:

Reconciliation of Financial Measures from GAAP to Non-GAAP

Organic Sales Change – Avery Dennison

($ in millions)	2016	2017	2018	2019	2020	2021	2017-2021 5-Yr CAGR
Net sales	$6,086.5	$6,613.8	$7,159.0	$7,070.1	$6,971.5	$8,408.3	
Reported net sales change	2.0%	8.7%	8.2%	(1.2%)	(1.4%)	20.6%	
Foreign currency translation	2.6%	(0.5%)	(1.4%)	3.3%	0.9%	(3.4%)	
Extra week impact					(1.3%)	1.4%	
Sales change ex. currency(1)	4.6%	8.2%	6.9%	2.0%	(1.7%)	18.6%	6.6%
Acquisitions/Divestitures	(0.7%)	(3.9%)	(1.4%)		(1.7%)	(3.1%)	
Organic sales change(1)	3.9%	4.2%	5.5%	2.0%	(3.4%)	15.6%	4.6%

(1) Totals may not sum due to rounding

Organic Sales Change by Segment

($ in millions)

Label and Graphic Materials	2016	2017	2018	2019	2020	2021
Net sales	$4,187.3	$4,511.7	$4,851.1	$4,745.9	$4,715.1	$5,430.4
Reported net sales change	3.8%	7.7%	7.5%	(2.2%)	(0.6%)	15.2%
Reclassification of sales between segments				(0.2%)		
Foreign currency translation	3.0%	(0.8%)	(1.9%)	3.6%	1.2%	(3.6%)
Extra week impact					(1.0%)	1.1%
Sales change ex. currency(1)	6.8%	6.9%	5.7%	1.2%	(0.5%)	12.7%
Acquisitions/Divestitures	(1.4%)	(2.7%)	(0.2%)			(0.8%)
Organic sales change(1)	5.5%	4.2%	5.5%	1.2%	(0.5%)	12.0%

(1) Totals may not sum due to rounding

Organic Sales Change by Segment - Continued

($ in millions)

Retail Branding and Information Solutions	2016	2017	2018	2019	2020	2021
Net sales	$1,445.4	$1,511.2	$1,613.2	$1,650.3	$1,630.9	$2,201.8
Reported net sales change	0.1%	4.6%	6.7%	2.3%	(1.2%)	35.0%
Reclassification of sales between segments				0.6%		
Foreign currency translation	1.8%	0.4%	0.2%	2.2%	0.6%	(2.2%)
Extra week impact					(1.7%)	2.1%
Sales change ex. currency(1)	1.9%	5.0%	6.9%	5.1%	(2.3%)	34.9%
Acquisitions/Divestitures	1.6%				(7.2%)	(9.7%)
Organic sales change(1)	3.5%	5.0%	6.9%	5.1%	(9.5%)	25.2%

Industrial and Healthcare Materials	2016	2017	2018	2019	2020	2021
Net sales	$ 453.8	$ 590.9	$ 694.7	$ 673.9	$ 625.5	$ 776.1
Reported net sales change	(7.7%)	30.2%	17.6%	(3.0%)	(7.2%)	24.1%
Foreign currency translation	1.7%	(0.4%)	(1.5%)	3.4%	0.1%	(4.4%)
Extra week impact					(1.6%)	2.0%
Sales change ex. currency(1)	(6.0%)	29.9%	16.1%	0.4%	(8.7%)	21.7%
Acquisitions	(1.6%)	(27.9%)	(14.7%)			(3.8%)
Organic sales change(1)	(7.5%)	2.0%	1.4%	0.4%	(8.7%)	17.8%

(1) Totals may not sum due to rounding

Adjusted Operating Margin and EBITDA – Avery Dennison

($ in millions)	2016	2017	2018	2019	2020	2021
Net sales	$6,086.5	$6,613.8	$7,159.0	$7,070.1	$6,971.5	$8,408.3
Operating income before interest expense, other non-operating expense (income), and taxes, as reported	$ 590.2	$ 670.5	$ 718.1	$ 770.5	$ 809.2	$1,058.7
Operating margins, as reported	**9.7%**	**10.1%**	**10.0%**	**10.9%**	**11.6%**	**12.6%**
Non-GAAP adjustments:						
Restructuring charges:						
Severance and related costs	$ 14.7	$ 31.2	$ 63.0	$ 45.3	$ 49.1	$ 10.5
Asset impairment and lease cancellation charges	$ 5.2	$ 2.2	$ 10.7	$ 5.1	$ 6.2	$ 3.1
Other items	$ 3.9	$ 3.1	$ (3.8)	$ 2.8	$ (1.7)	$ (8.0)
Adjusted operating income (non-GAAP)	$ 614.0	$ 707.0	$ 788.0	$ 823.7	$ 862.8	$1,064.3
Adjusted operating margins (non-GAAP)	**10.1%**	**10.7%**	**11.0%**	**11.7%**	**12.4%**	**12.7%**
Depreciation & Amortization	$ 180.1	$ 178.7	$ 181.0	$ 179.0	$ 205.3	$ 244.1
Adjusted EBITDA (non-GAAP)	$ 794.1	$ 885.7	$ 969.0	$1,002.7	$1,068.1	$1,308.4
Adjusted EBITDA margins (non-GAAP)	**13.0%**	**13.4%**	**13.5%**	**14.2%**	**15.3%**	**15.6%**

Adjusted Operating Margin and EBITDA – LGM

($ in millions)	2016	2017	2018	2019	2020	2021
Net sales	$4,187.3	$4,511.7	$4,851.1	$4,745.9	$4,715.1	$5,430.4
Operating income before interest expense, other non-operating expense (income), and taxes, as reported	$ 522.0	$ 577.4	$ 568.2	$ 601.5	$ 688.8	$ 801.7
Operating margins, as reported	**12.5%**	**12.8%**	**11.7%**	**12.7%**	**14.6%**	**14.8%**
Non-GAAP adjustments:						
Restructuring charges:						
Severance and related costs	$ 5.8	$ 14.5	$ 50.3	$ 27.7	$ 27.0	$ 1.2
Asset impairment and lease cancellation charges	$ 2.7	$ 0.3	$ 7.5	$ 1.3	$ 0.9	$ 2.2
Other items	$ 4.5	$ (0.3)	$ 4.0	$ (0.7)	$ (5.7)	$ (31.5)
Adjusted operating income (non-GAAP)	$ 535.0	$ 591.9	$ 630.0	$ 629.8	$ 711.0	$ 773.6
Adjusted operating margins (non-GAAP)	**12.8%**	**13.1%**	**13.0%**	**13.3%**	**15.1%**	**14.2%**
Depreciation & Amortization	$ 103.1	$ 102.3	$ 104.7	$ 100.2	$ 107.0	$ 114.3
Adjusted EBITDA (non-GAAP)	$ 638.1	$ 694.2	$ 734.7	$ 730.0	$ 818.0	$ 887.9
Adjusted EBITDA margins (non-GAAP)	**15.2%**	**15.4%**	**15.1%**	**15.4%**	**17.3%**	**16.4%**

Adjusted Operating Margin and EBITDA – RBIS

($ in millions)	2016	2017	2018	2019	2020	2021
Net sales	$1,445.4	$1,511.2	$1,613.2	$1,650.3	$1,630.9	$2,201.8
Operating income before interest expense, other non-operating expense (income), and taxes, as reported	$ 105.0	$ 126.7	$ 170.4	$ 196.6	$ 144.7	$ 257.2
Operating margins, as reported	**7.3%**	**8.4%**	**10.6%**	**11.9%**	**8.9%**	**11.7%**
Non-GAAP adjustments:						
Restructuring charges:						
Severance and related costs	$ 8.4	$ 16.5	$ 8.8	$ 9.3	$ 17.1	$ 6.7
Asset impairment and lease cancellation charges	$ 2.1	$ 1.9	$ 3.1	$ 0.5	$ 1.6	$ 0.9
Other items	$ (0.7)	$ (0.3)	$ (0.5)	$ 0.1	$ 4.0	$ 29.0
Adjusted operating income (non-GAAP)	$ 114.8	$ 144.8	$ 181.8	$ 206.5	$ 167.4	$ 293.8
Adjusted operating margins (non-GAAP)	**7.9%**	**9.6%**	**11.3%**	**12.5%**	**10.3%**	**13.3%**
Depreciation & Amortization	$ 64.3	$ 56.4	$ 49.0	$ 52.6	$ 71.6	$ 102.2
Adjusted EBITDA (non-GAAP)	$ 179.1	$ 201.2	$ 230.8	$ 259.1	$ 239.0	$ 396.0
Adjusted EBITDA margins (non-GAAP)	**12.4%**	**13.3%**	**14.3%**	**15.7%**	**14.7%**	**18.0%**

Adjusted Operating Margin and EBITDA – IHM

($ in millions)	2016	2017	2018	2019	2020	2021
Net sales	$ 453.8	$ 590.9	$ 694.7	$ 673.9	$ 625.5	$ 776.1
Operating income before interest expense, other non-operating expense (income), and taxes, as reported	$ 56.1	$ 52.6	$ 62.9	$ 60.0	$ 58.2	$ 81.6
Operating margins, as reported	**12.4%**	**8.9%**	**9.1%**	**8.9%**	**9.3%**	**10.5%**
Non-GAAP adjustments:						
Restructuring charges:						
Severance and related costs	$ 0.5	$ 0.2	$ 3.9	$ 6.1	$ 4.7	$ 1.6
Asset impairment and lease cancellation charges	$ 0.4	$ -	$ 0.1	$ 3.3	$ 3.7	$ -
Other items	$ 1.0	$ 3.5	$ (5.0)	$ -	$ -	$ 0.8
Adjusted operating income (non-GAAP)	$ 58.0	$ 56.3	$ 61.9	$ 69.4	$ 66.6	$ 84.0
Adjusted operating margins (non-GAAP)	**12.8%**	**9.5%**	**8.9%**	**10.3%**	**10.6%**	**10.8%**
Depreciation & Amortization	$ 12.7	$ 20.0	$ 27.3	$ 26.2	$ 26.7	$ 27.6
Adjusted EBITDA (non-GAAP)	$ 70.7	$ 76.3	$ 89.2	$ 95.6	$ 93.3	$ 111.6
Adjusted EBITDA margins (non-GAAP)	**15.6%**	**12.9%**	**12.8%**	**14.2%**	**14.9%**	**14.4%**

Adjusted Net Income

($ in millions)	2016	2017	2018	2019	2020	2021
As reported net income	$320.7	$281.8	$467.4	$ 303.6	$ 555.9	$ 740.1
Non-GAAP adjustments:						
Restructuring charges and other items[1]	$ 43.8	$ 26.3	$ 60.7	$ 40.0	$ 40.6	$ 4.4
Pension plan settlements and related charges			$ 93.7	$ 444.1	$ 0.5	$ 2.5
Tax benefit from pension plan contributions[2][3]			$ (31.0)			
Tax benefit from pension plan settlements and related charges			$ (19.3)	$ (179.0)		
Tax benefit from discrete foreign tax structuring and planning transactions			$ (31.0)	$ (47.9)		
TCJA provisional amounts and subsequent adjustments[3]		$172.0	$ (3.7)			
Impact of previously planned repatriation of foreign earnings for Q4 2017		$ (29.4)				
Adjusted net income (non-GAAP)	$364.5	$450.7	$536.8	$ 560.8	$ 597.0	$ 747.0

The adjusted tax rate was 25%, 24.1%, 24.6%, 25%, and 28% for 2021, 2020, 2019, 2018, and 2017, respectively.

(1) Includes restructuring and related charges, transaction and related costs, gain/loss on venture investments, gain/loss on sale of assets, gain on sale of product line, outcomes of legal proceedings, Argentine peso remeasurement transition loss, reversal of acquisition related contingent consideration, and other items.

(2) Tax benefits from the deduction of the third quarter U.S. pension contributions on our 2017 U.S. income tax return.

(3) In the fourth quarter of 2018, we finalized our provisional amounts as defined under SEC Staff Accounting Bulletin No. 118 related to the TCJA.

Adjusted EPS

	2016	2017	2018	2019	2020	2021	2017-2021 5-Yr CAGR
As reported net income per common share, assuming dilution	$ 3.54	$ 3.13	$ 5.28	$ 3.57	$ 6.61	$ 8.83	
Non-GAAP adjustments per common share, net of tax:							
Restructuring charges and other items(1)	$ 0.48	$ 0.29	$ 0.68	$ 0.47	$ 0.48	$ 0.05	
Pension plan settlements and related charges			$ 0.84	$ 3.12	$ 0.01	$ 0.03	
Tax benefit from discrete foreign tax structuring and planning transactions			$ (0.35)	$ (0.56)			
TCJA provisional amounts and subsequent adjustments(2)		$ 1.91	$ (0.39)				
Impact of previously planned repatriation of foreign earnings for Q4 2017		$ (0.33)					
Adjusted net income per common share, assuming dilution (non-GAAP)	$ 4.02	$ 5.00	$ 6.06	$ 6.60	$ 7.10	$ 8.91	**17.3%**

The adjusted tax rate was 25%, 24.1%, 24.6%, 25%, and 28% for 2021, 2020, 2019, 2018, and 2017, respectively.

(1) Includes restructuring and related charges, transaction and related costs, gain/loss on venture investments, gain/loss on sale of assets, gain on sale of product line, outcomes of legal proceedings, Argentine peso remeasurement transition loss, reversal of acquisition related contingent consideration, and other items.

(2) In the fourth quarter of 2018, we finalized our provisional amounts as defined under SEC Staff Accounting Bulletin No. 118 related to the TCJA.

Free Cash Flow

($ in millions)	2016	2017	2018	2019	2020	2021
Net cash provided by operating activities	$ 582.1	$ 645.7	$ 457.9	$ 746.5	$ 751.3	$1,046.8
Purchases of property, plant and equipment	(176.9)	(190.5)	(226.7)	(219.4)	(201.4)	(255.0)
Purchases of software and other deferred charges	(29.7)	(35.6)	(29.9)	(37.8)	(17.2)	(17.1)
Proceeds from sales of property, plant and equipment	8.5	6.0	9.4	7.8	9.2	1.1
Proceeds from insurance and sales (purchases) of investments, net	3.1	(3.9)	18.5	4.9	5.6	3.1
Payments for certain acquisition-related transaction costs	-	-	-	-	-	18.8
Contributions for U.S. pension plan termination	-	-	200.0	10.3	-	-
Free Cash Flow (non-GAAP)	$ 387.1	$ 421.7	$ 429.2	$ 512.3	$ 547.5	$ 797.7

Return on Total Capital (ROTC)

($ in millions)	2020	2021	
As reported net income	$ 555.9	$ 740.1	
Interest expense, net of tax benefit	$ 53.1	$ 52.7	
Effective Tax Rate	24.1%	25.0%	
Net income, excluding interest expense and tax benefit of debt financing (non-GAAP)	$ 609.0	$ 792.8	
Total debt	$2,116.8	$3,104.7	
Shareholders' equity	$1,484.9	$1,924.4	
Total debt and shareholders' equity	$3,601.7	$5,029.1	
			'17-'21 Target
ROTC incl. Acquisition Amortization (non-GAAP)	**18.1%**	**18.4%**	**17%+**
Intangible Amortization, net of tax benefit	$ 15.1	$ 33.5	
Net income, excluding interest expense and tax benefit of debt financing and intangible amortization (non-GAAP)	$ 624.1	$ 826.3	**'21-'25 Target**
ROTC excl. Acquisition Amortization (non-GAAP)	**18.5%**	**19.1%**	**18%+**

Net Debt to Adjusted EBITDA

	(13 weeks)	(13 weeks)	(13 weeks)	(14 weeks)	(53 weeks)	(13 weeks)	(13 weeks)	(13 weeks)	(13 weeks)	(52 weeks)
	QTD				YTD	QTD				YTD
Total Company ($ in millions)	**1Q20**	**2Q20**	**3Q20**	**4Q20**	**2020**	**1Q21**	**2Q21**	**3Q21**	**4Q21**	**2021**
Net sales	$ 1,723.0	$ 1,528.5	$ 1,729.1	$ 1,990.9	$ 6,971.5	$ 2,051.3	$ 2,102.0	$ 2,071.8	$ 2,183.2	$ 8,408.3
Operating income before interest expense, other non-operating expense (income), and taxes, as reported	$ 199.2	$ 123.5	$ 213.5	$ 273.0	$ 809.2	$ 283.8	$ 269.9	$ 241.5	$ 263.5	$ 1,058.7
Operating margins, as reported	11.6%	8.1%	12.3%	13.7%	11.6%	13.8%	12.8%	11.7%	12.1%	12.6%
Non-GAAP adjustments:										
Restructuring charges:										
Severance and related costs	$ 2.4	$ 37.5	$ 6.5	$ 2.7	$ 49.1	$ 2.4	$ 1.6	$ 1.1	$ 5.4	$ 10.5
Asset impairment and lease cancellation charges	-	1.8	4.4	-	6.2	0.5	0.1	1.3	1.2	3.1
Other items	2.5	0.7	1.5	(6.4)	(1.7)	(2.0)	(2.3)	13.6	(17.3)	(8.0)
Adjusted operating income (non-GAAP)	$ 204.1	$ 163.5	$ 225.9	$ 269.3	$ 862.8	$ 284.7	$ 269.3	$ 257.5	$ 252.8	$ 1,064.3
Adjusted operating margins (non-GAAP)	11.8%	10.7%	13.1%	13.5%	12.4%	13.9%	12.8%	12.4%	11.6%	12.7%
Depreciation and amortization	$ 47.5	$ 50.3	$ 52.0	$ 55.5	$ 205.3	$ 54.4	$ 55.2	$ 61.9	$ 72.6	$ 244.1
Adjusted EBITDA (non-GAAP)	$ 251.6	$ 213.8	$ 277.9	$ 324.8	$ 1,068.1	$ 339.1	$ 324.5	$ 319.4	$ 325.4	$ 1,308.4
Adjusted EBITDA margins (non-GAAP)	14.6%	14.0%	16.1%	16.3%	15.3%	16.5%	15.4%	15.4%	14.9%	15.6%

Total Debt	$ 2,116.8	$ 3,104.7
Less: Cash and cash equivalents	252.3	162.7
Net Debt	$ 1,864.5	$ 2,942.0
Net Debt to Adjusted EBITDA LTM* (non-GAAP)	1.7	2.2

*LTM = Last twelve months

Thank you

AVERY DENNISON