

2025

Avery Dennison Company Profile



MAKING POSSIBLE™

Avery Dennison is a global leader in materials science and digital identification solutions.

We are Making Possible™ products and solutions that help advance the industries we serve and address some of the world's most complex challenges.



**Optimizing labor
and supply chain
efficiency**



**Reducing
waste**



**Advancing
sustainability,
circularity and
transparency**



**Helping brands
and consumers
better connect**

MAKING POSSIBLE™



Who we are

Our journey began with one bright idea — Stan Avery's invention of the first self-adhesive label.

Over the past 90 years, we have grown into a global industry leader that continues to advance quality and innovation in materials science and digital identification solutions.



Then and today, we make tomorrow possible.

FOUNDED

1935

California, USA

HEADQUARTERS

Mentor

Ohio, USA

NUMBER OF EMPLOYEES

~35,000

Worldwide

OPERATIONS IN MORE THAN

50

Countries

SALES IN 2024

\$8.8

Billion



Materials Group

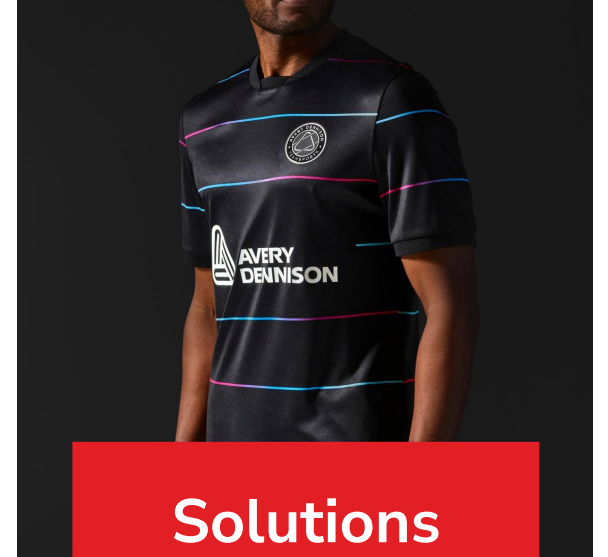
- ▶ Pressure-sensitive materials
- ▶ Label materials
- ▶ Graphics and reflective materials
- ▶ Functional bonding materials (e.g., tapes)

Our Businesses at a Glance



Intelligent Labels

Leveraging the strengths of both of our businesses, we are uniquely positioned to connect the physical and digital worlds by enabling a digital identity and life on physical items.



Solutions Group

- ▶ RFID solutions
- ▶ Branding and embellishment solutions
- ▶ Digital identification and data management solutions
- ▶ Productivity, pricing and retail media solutions

Our Competitive Advantages

As inventors and changemakers, we create products and solutions that unlock new value and build the future.

- ▶ Global scale; ~200 operating locations including a strong presence in emerging markets
- ▶ Industry-leading innovations enabling functionality, performance and sustainability
- ▶ Over 4,400 granted patents and pending patent applications across our businesses
- ▶ Materials science expertise; vertically integrated in adhesives
- ▶ Advanced process technology
- ▶ Operational and commercial excellence
- ▶ Uniquely positioned to connect the physical and digital worlds by enabling a digital identity and life on physical items



Our Values

We are guided by our values, driving change to create a world of possibility.



Integrity

We are driven by
doing the right thing.
Always.



External Focus

We get out to
get better.



Sustainability

We are focused on the
long-term health of our
business, planet and
communities.



Diversity

We gain strength
from diverse ideas
and inclusive teams.



Teamwork

We are better when
we work together and
put others ahead of
ourselves.



Innovation

We use imagination
and intellect to create
new possibilities.



Courage

We are brave in the
face of adversity and
the unknown.



Excellence

We expect the best
from ourselves and
each other.

Corporate Social Responsibility

Our commitment to making a positive impact extends to our work within our communities.

\$4.9M

2024 Avery Dennison and Foundation contributions to our communities



2030 Sustainability Goals

Our sustainability goals focus on the areas where we can create the greatest value and position our company for lasting success.



Deliver innovations that advance the circular economy



Reduce the environmental impact in our operations and supply chain



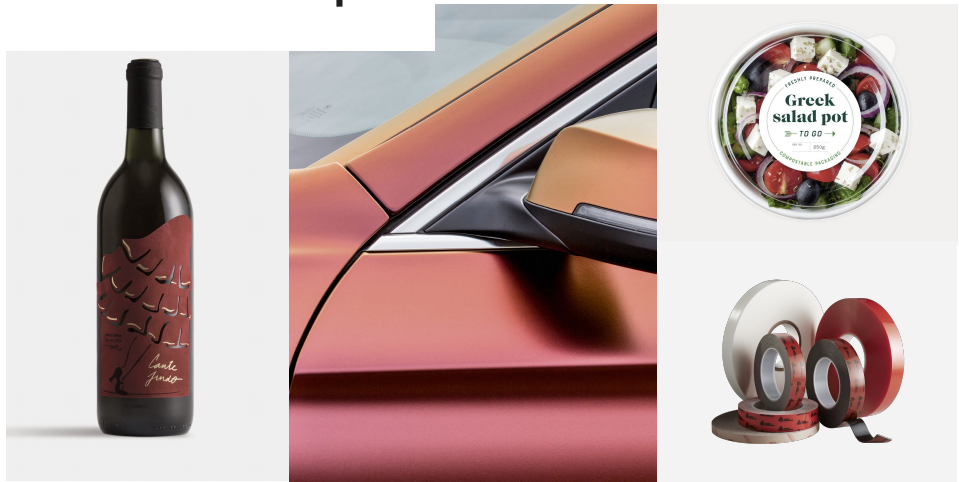
Make a positive social impact by enhancing the livelihood of our people and communities

To learn more, visit esg.averydennison.com



Financials

Materials Group



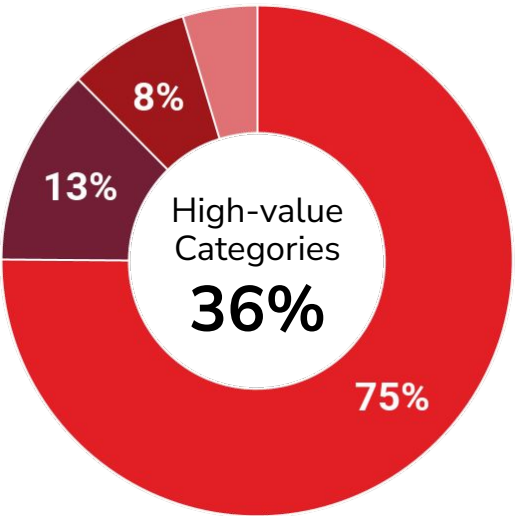
2024 FINANCIAL SNAPSHOT

| | | |
|--------------------------------|--|---------------------------------------|
| \$6.0 bil. Net Sales | 2.9% Sales Change Ex. Currency 5-YR CAGR | 17.6% Adj. EBITDA Margin |
|--------------------------------|--|---------------------------------------|

Product Category

2024 Sales by Product

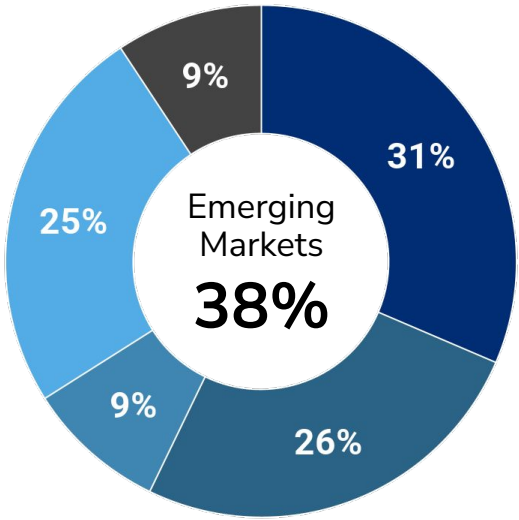
- Label Materials
- Graphics & Reflective
- Performance Tapes & Medical
- Other



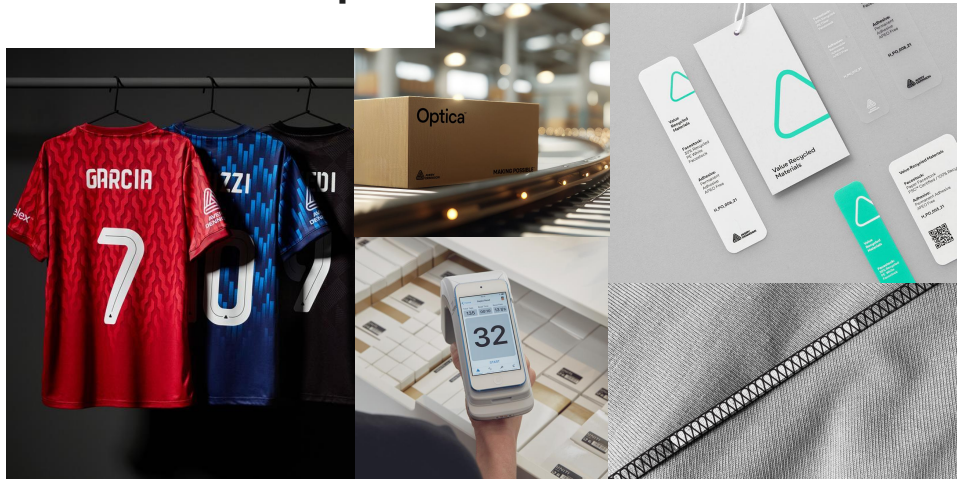
Est. End Market

2024 Sales by Geography

- U.S. & Canada
- Western Europe
- E. Europe & MENA
- Asia Pacific
- Latin America



Solutions Group



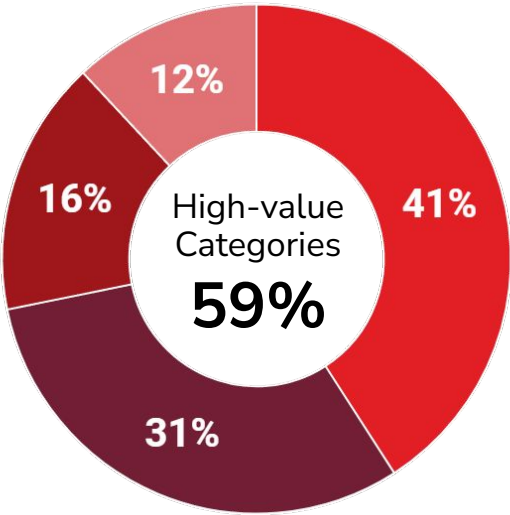
2024 FINANCIAL SNAPSHOT

| | | |
|--------------------------------|---|---------------------------------------|
| \$2.7 bil. Net Sales | 11.7% Sales Change Ex. Currency 5-YR CAGR | 17.2% Adj. EBITDA Margin |
|--------------------------------|---|---------------------------------------|

Product Category

2024 Sales by Product

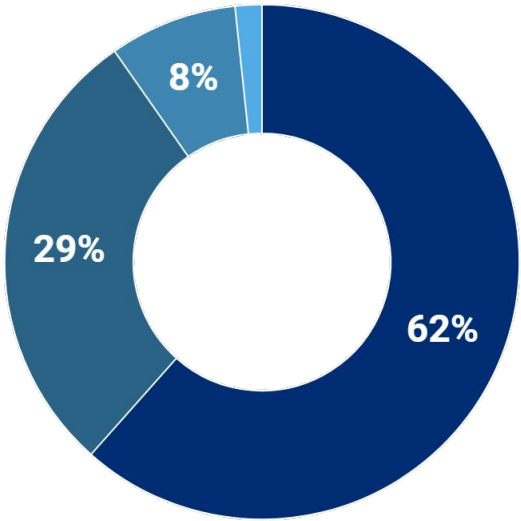
- Base Solutions
- Intelligent Labels
- Vestcom
- Ext. Embellishments (Embelex)



Est. End Market

2024 Sales by Geography

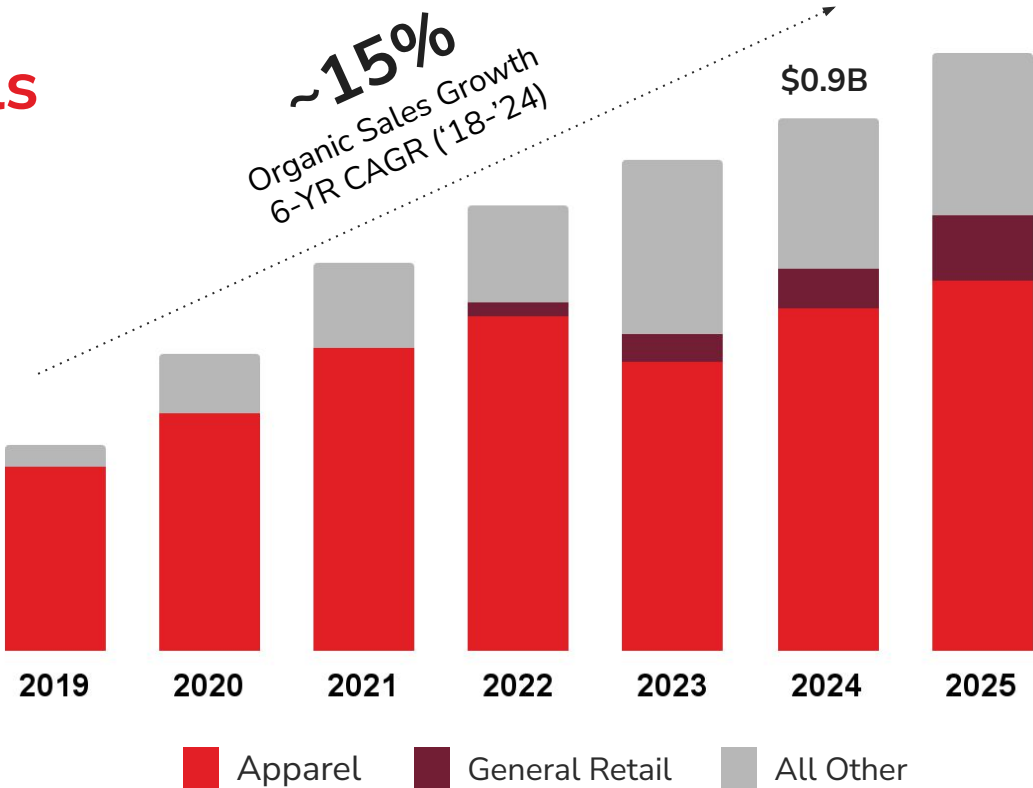
- U.S. & Canada
- Europe
- Asia Pacific
- Latin America



Our leading position in **Intelligent Labels** is delivering significant growth.



We provide a digital identity and life to physical items, helping improve efficiencies, optimize productivity and reduce waste.



► **Industry-leading innovation** with broad product and IP portfolio

► **Significant scale** and proprietary high-speed manufacturing process

► **Go-to-market approach** with broad direct and channel access



Appendix

Our Leadership Team

April 2025

Corporate



Deon Stander
President and
Chief Executive
Officer



Greg Lovins
SVP/Chief Financial
Officer



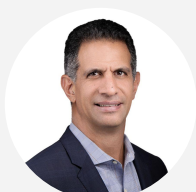
Deena Baker-Nel
SVP/Chief Human
Resources Officer



Nick Colisto
SVP/Chief
Information Officer



Ignacio Walker
SVP/Chief Legal
Officer



Danny Allouche
SVP/Chief Strategy &
Corporate Development
Officer



Michael Colarossi
Head of Enterprise
Sustainability

Materials Group



Ryan Yost
President,
Materials Group



Isabela Galli
VP/GM, Materials
Group, LATAM



Anil Sharma
SVP/GM, Materials
Group, North
America (eff. April 1)



Pankaj Bhardwaj
VP/GM, Materials
Group, Asia, Middle
East and Africa



Johnny Gao
VP/GM, Materials
Group, North Asia



Pascale Wautelet
VP, Global R&D and
Sustainability,
Materials Group

Solutions Group



Francisco Melo
President,
Solutions Group



Michael Barton
SVP/GM,
Apparel Solutions



Julie Vargas
VP/GM,
Identification
Solutions



Ned Peverley
VP/GM, Vestcom



Roger Machado
VP/GM,
AD Smartrac



John Lawlor
Senior Advisor

Company Videos

Optimizing supply chain
and labor efficiency



Reducing Waste



Advancing
sustainability, circularity
and transparency



Helping
brands and consumers
better connect



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 prepared in accordance with GAAP. We use these non-GAAP financial measures internally to evaluate trends in our underlying performance, as well as to facilitate comparison with the results of competitors for quarters and year-to-date periods, as applicable. Based on feedback from investors and financial analysts, we believe that the supplemental non-GAAP financial measures we provide are also 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 more 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 matters and settlements, 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, currency adjustments due to highly inflationary economies, 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 the non-GAAP financial measures described below in this 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, the currency adjustments for transitional reporting of highly inflationary economies, and the reclassification of sales between segments. Additionally, where applicable, sales change ex. currency is also adjusted for an extra week in our fiscal year and the calendar shift resulting from an extra week in the prior fiscal year. 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 foreign currency fluctuations.

Our 2025 fiscal year that began on December 29, 2024 will end on December 31, 2025; fiscal years 2026 and beyond will be coincident with the calendar year beginning on January 1 and ending on December 31.

- **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 net income adjusted for taxes; other expense (income), net; interest expense; other non-operating expense (income), net; and other items.
- **Adjusted operating margin** refers to adjusted operating income as a percentage of net sales.
- **Adjusted EBITDA** refers to adjusted operating income before depreciation and amortization.
- **Adjusted EBITDA margin** refers to adjusted EBITDA as a percentage of net sales.

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

Organic Sales Change — by Segment

| Materials Group | (\$ in millions) | | | | | | 2019-2024 |
|-----------------|--|---------------|--------------|--------------|----------------|-------------|--------------|
| | | 2020 | 2021 | 2022 | 2023 | 2024 | 5-Yr CAGR |
| | Net sales | \$5,340.6 | \$6,206.5 | \$6,495.1 | \$5,811.3 | \$6,013.0 | |
| | Reported net sales change | (1.5%) | 16.2% | 4.6% | (10.5%) | 3.5% | |
| | Reclass. of sales between segments | | | 0.3% | 0.1% | | |
| | Foreign currency translation | 1.0% | (3.6%) | 6.0% | 0.1% | 0.2% | |
| | Extra week impact | (1.1%) | 1.3% | | | | |
| | Sales change ex. currency⁽¹⁾ | (1.6%) | 13.9% | 11.0% | (10.4%) | 3.7% | 2.9% |
| | Acquisitions/Divestitures | | (1.1%) | 0.2% | | | |
| | Organic sales change⁽¹⁾ | (1.6%) | 12.8% | 11.2% | (10.4%) | 3.7% | 2.8% |
| | | | | | | | |
| Solutions Group | (\$ in millions) | | | | | | 2019-2024 |
| | | 2020 | 2021 | 2022 | 2023 | 2024 | 5-Yr CAGR |
| | Net sales | \$1,630.9 | \$2,201.8 | \$2,544.2 | \$2,553.0 | \$2,742.7 | |
| | Reported net sales change | (1.2%) | 35.0% | 15.6% | 0.3% | 7.4% | |
| | Reclass. of sales between segments | | | (0.7%) | (0.2%) | | |
| | Foreign currency translation | 0.6% | (2.2%) | 4.2% | 2.1% | 0.8% | |
| | Extra week impact | (1.7%) | 2.1% | | | | |
| | Sales change ex. currency⁽¹⁾ | (2.3%) | 34.9% | 19.1% | 2.2% | 8.2% | 11.7% |
| | Acquisitions/Divestitures | (7.2%) | (9.7%) | (14.1%) | (3.0%) | (2.1%) | |
| | Organic sales change⁽¹⁾ | (9.5%) | 25.2% | 5.0% | (0.8%) | 6.1% | 4.6% |

(1) Totals may not sum due to rounding

Adjusted Operating Margin and EBITDA — by Segment

Materials Group

| (\$ in millions) | 2024 |
|---|--------------|
| Net sales | \$ 6,013.0 |
| Operating income before interest expense, other non-operating expense (income) and taxes, as reported | \$ 884.3 |
| Operating margins, as reported | 14.7% |
| Non-GAAP adjustments: | |
| Restructuring charges, net of reversals: | |
| Severance and related costs, net of reversals | 5.6 |
| Asset impairment and lease cancellation charges | 0.1 |
| Other items | 34.7 |
| Adjusted operating income (non-GAAP) | \$ 924.7 |
| Adjusted operating margins (non-GAAP) | 15.4% |
| Depreciation & Amortization | \$ 130.9 |
| Adjusted EBITDA (non-GAAP) | \$ 1,055.6 |
| Adjusted EBITDA margins (non-GAAP) | 17.6% |

Solutions Group

| (\$ in millions) | 2024 |
|---|--------------|
| Net sales | \$ 2,742.7 |
| Operating income before interest expense, other non-operating expense (income) and taxes, as reported | \$ 251.8 |
| Operating margins, as reported | 9.2% |
| Non-GAAP adjustments: | |
| Restructuring charges, net of reversals: | |
| Severance and related costs, net of reversals | 29.5 |
| Asset impairment and lease cancellation charges | 6.3 |
| Other items | 1.7 |
| Adjusted operating income (non-GAAP) | \$ 289.3 |
| Adjusted operating margins (non-GAAP) | 10.5% |
| Depreciation & Amortization | \$ 181.3 |
| Adjusted EBITDA (non-GAAP) | \$ 470.6 |
| Adjusted EBITDA margins (non-GAAP) | 17.2% |

FY 2024 Net Sales of \$8.8. Total segment sales may not sum due to rounding

Contact Us

Have a question or comment regarding this presentation?

Email us: info@averydennison.com

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