ACCO Brands
Full Year Conference Call
February 24, 2023



Forward-Looking Statements

Statements contained herein, other than statements of historical fact, particularly those anticipating future financial performance, business prospects, growth, strategies, business operations and similar matters, results of operations, liquidity and financial condition, are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These statements are based on the beliefs and assumptions of management based on information available to us at the time such statements are made. These statements, which are generally identifiable by the use of the words “will,” “believe,” “expect,” “intend,” “anticipate,” “estimate,” “forecast,” “project,” “plan,” and similar expressions, are subject to certain risks and uncertainties, are made as of the date hereof, and we undertake no duty or obligation to update them. Because actual results may differ materially from those suggested or implied by such forward-looking statements, you should not place undue reliance on them when deciding whether to buy, sell or hold the company’s securities.

Our outlook is based on certain assumptions, which we believe to be reasonable under the circumstances. These include, without limitation, assumptions regarding the impact of the COVID-19 pandemic and the war in Ukraine; the impact of inflation and global economic uncertainties, fluctuations in foreign currency exchange rates and acquisitions; and the other factors described below.

Among the factors that could cause our actual results to differ materially from our forward-looking statements are: our ability to fully execute our restructuring plans and realized the benefits of our productivity initiatives; our ability to obtain additional price increases and realize longer-term cost reductions; the ongoing impact of the COVID-19 pandemic; a relatively limited number of large customers account for a significant percentage of our sales; issues that influence customer and consumer discretionary spending during periods of economic uncertainty or weakness; risks associated with foreign currency exchange rate fluctuations; challenges related to the highly competitive business environment in which we operate; our ability to develop and market innovative products that meet consumer demands and to expand into new and adjacent product categories that are experiencing higher growth rates; our ability to successfully expand our business in emerging markets and the exposure to greater financial, operational, regulatory, compliance and other risks in such markets; the continued decline in the use of certain of our products; risks associated with seasonality; the sufficiency of investment returns on pension assets, risks related to actuarial assumptions, changes in government regulations and changes in the unfunded liabilities of a multi-employer pension plan; any impairment of our intangible assets; our ability to secure, protect and maintain our intellectual property rights, and our ability to license rights from major gaming console makers and video game publishers to support our gaming business; continued disruptions in the global supply chain; risks associated with inflation and other changes in the cost or availability of raw materials, transportation, labor, and other necessary supplies and services and the cost of finished goods; the continued global shortage of microchips which are needed in our gaming and computer accessories businesses; risks associated with outsourcing production of certain of our products, information technology systems and other administrative functions; the failure, inadequacy or interruption of our information technology systems or its supporting infrastructure; risks associated with a cybersecurity incident or information security breach, including that related to a disclosure of personally identifiable information; our ability to grow profitably through acquisitions; our ability to successfully integrate acquisitions and achieve the financial and other results anticipated at the time of acquisition, including planned synergies; risks associated with our indebtedness, including limitations imposed by restrictive covenants, our debt service obligations, and our ability to comply with financial ratios and tests; a change in or discontinuance of our stock repurchase program or the payment of dividends; product liability claims, recalls or regulatory actions; the impact of litigation or other legal proceedings; our failure to comply with applicable laws, rules and regulations and self-regulatory requirements, the costs of compliance and the impact of changes in such laws; our ability to attract and retain qualified personnel; the volatility of our stock price; risks associated with circumstances outside our control, including those caused by public health crises, such as the occurrence of contagious diseases like COVID-19, severe weather events, war, terrorism and other geopolitical incidents; and other risks and uncertainties described in “Part I, Item 1A. Risk Factors” in our Annual Report on Form 10-K for the year ended December 31, 2022, “Part II, Item 1A Risk Factors” in our Quarterly Report on Form 10-Q for the quarter ended September 30, 2022, and in other reports we file with the Securities and Exchange Commission.

Reg. G – Non-GAAP Financial Measures

We explain below how we calculate each of our non-GAAP financial measures and a reconciliation of our current period and historical non-GAAP financial measures to the most directly comparable GAAP financial measures follows.

We use our non-GAAP financial measures both to explain our results to stockholders and the investment community and in the internal evaluation and management of our business. We believe our non-GAAP financial measures provide management and investors with a more complete understanding of our underlying operational results and trends, facilitate meaningful period-to-period comparisons and enhance an overall understanding of our past and future financial performance.

Our non-GAAP financial measures exclude certain items that may have a material impact upon our reported financial results such as restructuring charges, transaction and integration expenses associated with material acquisitions, the impact of foreign currency exchange rate fluctuations and acquisitions, unusual tax items, goodwill impairment charges, and other non-recurring items that we consider to be outside of our core operations. These measures should not be considered in isolation or as a substitute for, or superior to, the directly comparable GAAP financial measures and should be read in connection with the Company's financial statements presented in accordance with GAAP.

We also provide forward-looking non-GAAP comparable sales, adjusted earnings per share, adjusted free cash flow, adjusted EBITDA, and adjusted tax rate, and historical and forward-looking consolidated leverage ratio. We do not provide a reconciliation of these forward-looking and historical non-GAAP measures to GAAP because the GAAP financial measure is not currently available and management cannot reliably predict all the necessary components of such non-GAAP measures without unreasonable effort or expense due to the inherent difficulty of forecasting and quantifying certain amounts that are necessary for such a reconciliation, including adjustments that could be made for restructuring, integration and acquisition-related expenses, the variability of our tax rate and the impact of foreign currency fluctuation and material acquisitions, and other charges reflected in our historical results. The probable significance of each of these items is high and, based on historical experience, could be material.

2022 Key Messages

Fundamentals remain intact and we have the right business model and strategy

Achieved full year comparable net trade sales growth of 1%. Comparable net trade sales increased 5% outside of gaming accessories

Grew share in back-to-school season and business and computer accessory categories

North America sales declined due to lower demand for gaming accessories and inventory destocking by retailer customers

EMEA sales declined due to adverse currency impacts, challenging macroeconomic environment and stoppage of sales to Russia

Realized double-digit sales and profit growth in the International segment, led by Latin America and return of in-person education and work

Lower operating margins due to high inflation which more than offset price increases and fixed cost deleveraging due to lower sales volumes. Top priority in 2023 is margin expansion.

Developed and actioned restructuring and cost saving plans to expand margins; approximately $13 million in annualized savings

2023 Key Priorities

1). Restoring Gross Margin

Cumulative Impact of Price Increases

Productivity Savings

SKU Reduction

Restructuring Actions

2). Profitably Manage Revenue

Complementary Assortment Targeting Value to Premium Price Points

Disciplined in Offering Right Assortment for the Price Point

Not Discounting Our Premium Feature Rich Brands

3). Invest in Growth

Innovation

New Product Introductions

Key Brands

4). Manage SG&A Spend

Prudent Management of Headcount

Discretionary Spending

Cost Savings And Restructuring Actions

- Initiatives expected to improve operating efficiency and reduce costs
  - Expect to realize vast majority in 2023
- Actioned annual cost savings of $13 million, with significant restructuring initiatives
- Recorded restructuring charges of approximately $7 million in the fourth quarter
- NA actions aimed at streamlining operations to better leverage our scale
  - Consolidation of supply chain operations
  - Automating our sales support process
  - Sourcing optimization, SKU reduction and refocus on new product development activity
  - Enabling reinvestment to support consumer-centric growth initiatives
- EMEA actions will reduce redundancy and enhance productivity
  - SKU reduction and sourcing initiatives
  - Manufacturing and distribution footprint rationalization
- Other initiatives include reducing inventory levels, increasing inventory turns and improving working capital

Full Year 2022 Results Summary

Comparisons Versus Prior Year

Sales down 4% to $1.95B **Comparable sales up 1% to $2.04B**	• 5% impact from adverse FX of $94M • Grew sales for back-to-school, business and computer accessories products • North America sales decline due to lower demand for gaming accessories and inventory destocking by retailers • EMEA price increases offset by volume declines • Strong demand recovery in International segment
Operating income of $35M, versus operating income of $151M **Adjusted operating income $176M, down from $228M**	• Operating income down primarily due to $98.7 million non-cash goodwill impairment charge • Adjusted operating income decline due to the impact of inflation that exceeded the benefit of price increases, and reduced volumes • Rate of inflation more than offset pricing actions
Loss per share $0.14 vs EPS of $1.05 **Adjusted EPS $1.04 vs. $1.41**	• Loss per share driven by non-cash goodwill impairment charge • Adjusted EPS down due to lower adjusted operating income
Generated $78M adjusted free cash flow (after capex of $17M)	• Dividend payments of ~$29M • Share repurchase of $19M • Paid contingent earnout of $27M for 2021 PowerA performance

Full Year 2022 Segment Financial Metrics

$ in millions	2022	2021	Y/Y Change
ACCO Brands North America			
Sales	$998.0	$1042.4	(4.3%)
Comparable Sales	$1002.3	$1042.4	(3.9%)
Adjusted Operating Income	$121.5	$154.6	(21.4%)
Adjusted Operating Margin	12.2%	14.8%	(260 bps)*
ACCO Brands EMEA			
Sales	$580.3	$662.9	(12.5%)
Comparable Sales	$658.5	$662.9	(0.7%)
Adjusted Operating Income	$37.0	$77.2	(52.1%)
Adjusted Operating Margin	6.4%	11.6%	(520 bps)
ACCO Brands International			
Sales	$369.3	$320.0	15.4%
Comparable Sales	$380.7	$320.0	19.0%
Adjusted Operating Income	$58.3	$40.6	43.6%
Adjusted Operating Margin	15.8%	12.7%	310 bps

*One-off items reduced North America operating margin by 80 basis points
Excessive demurrage of $2.0 million, $2.1 million operating tax adjustment and timing of $3.7 million inventory reserve release

Full Year 2022 Segment Results Summary

Comparisons Versus Prior Year

North America

- Sales challenged due to inventory reduction by retailers in 2H on macroeconomic concerns
- Gaming accessories sales declined due to inventory channel reduction, lower gaming accessory spending and semiconductor shortages reducing console and gaming accessory production
- Grew sales and share in back-to-school, business and computer accessories. Comparable sales were down 3.9%, but grew 3.3% ex-gaming accessories
- Lower operating income and adjusted operating income due to lower sales and gross margins from inflationary costs for raw materials, finished goods and higher transportation costs, not fully mitigated by price increases

EMEA

- Foreign currency reduced sales by $78M or 12%; energy crisis and significant inflation have created a challenging macroeconomic environment
- Comparable sales down 1% which includes the challenging macro and stoppage of sales to Russia
- Lower operating income and adjusted operating income due largely to inflationary costs for raw materials and transportation, more than offsetting pricing actions, and lower sales volumes

International

- Achieved double-digit sales growth driven by price and volume due to the return of in-person education and work in Latin America
- Increased operating income and adjusted operating income due to higher sales and improved expense leverage

2022 Margin Reconciliation

	2022 Adjusted (non-GAAP)	Change vs. Prior Year Adjusted	Items of Significant Impact on Adjusted Results	Bps
Gross Profit	$552.3M	($65.6M)	Pricing/Product Cost	**(130)**
			Volume/Mix	**(110)**
Gross Margin	28.4%	(210) bps	Cost Savings	**60**
			One-off Items	**(30)**
			Other	**0**
SG&A	$376.5M	($13.5M)	Sales and Marketing Investment	**70**
			Management Incentive	**(100)**
SG&A Margin	19.3%	0 bps	Cost Savings	**(30)**
			Sales Leveraging	**(20)**
			Inflation/Other	**80**

Q4 2022 Results Summary

Comparisons Versus Prior Year

Sales down 12% to $499.4M **Comparable sales down 8% to $524.9M**	• 4% impact from adverse FX of $26M • Demand impacted by macroeconomic slowdown • North America sales decline due to lower demand for gaming accessories and inventory destocking by retailers • EMEA lower volumes more than offset price increases • International segment increase primarily due to price increases and strong sales in Brazil
Operating income of $36M, versus $64M **Adjusted operating income $52M, versus $79M**	• Adjusted operating income decline primarily due to lower sales and lower gross margin reflecting the impact of inflation on raw materials, finished goods, higher transportation costs • Pricing actions took hold in EMEA, with operating margin improving 610 basis points sequentially • $7.8 million of one-off items in North America impacting margin rate by 150 basis points
EPS of $0.20, versus EPS of $0.55 **Adjusted EPS $0.32, versus $0.54**	• Prior year EPS included higher favorable discrete tax items • Adjusted EPS down due to lower adjusted operating income
Generated $90M adjusted free cash flow (after capex of $5M)	• Dividend payments of ~$7M • Reduced debt by $77M

4Q 2022 Segment Financial Metrics

$ in millions	4Q22	4Q21	Y/Y Change
ACCO Brands North America			
Sales	$225.7	$271.0	(16.7%)
Comparable Sales	$227.3	$271.0	(16.1%)
Adjusted Operating Income	$18.7	$41.9	(55.4%)
Adjusted Operating Margin	8.3%	15.5%	(720 bps)*
ACCO Brands EMEA			
Sales	$156.0	$187.9	(17.0%)
Comparable Sales	$177.9	$187.9	(5.3%)
Adjusted Operating Income	$18.4	$24.9	(26.1%)
Adjusted Operating Margin	11.8%	13.3%	(150 bps)
ACCO Brands International			
Sales	$117.7	$111.4	5.7%
Comparable Sales	$119.7	$111.4	7.5%
Adjusted Operating Income	$24.3	$22.9	6.1%
Adjusted Operating Margin	20.6%	20.6%	0 bps

*One-off items as noted on slide 6 reduced North American operating margin by 340 basis points

4Q 2022 Segment Results Summary

Comparisons Versus Prior Year

North America

- Sales challenged due by decreased consumer demand and inventory reduction by retailers
- Gaming accessories sales declined due to lack of inventory replenishment, lower consumer demand and semiconductor shortages limiting gaming accessory production
- Comparable sales declined 16%, but were down 10% ex-gaming accessories, primarily due to significant inventory reduction by retailers
- Lower operating income and adjusted operating income due to lower sales and negative fixed cost leverage and lower gross margins from inflationary costs for raw materials, finished goods and higher transportation costs- 340 basis points of decline from one-off items

EMEA

- Foreign currency reduced sales by $22M or 12%, comparable sales down 5%
- Current energy crisis and significant inflation have created a challenging macroeconomic environment
- Lower operating income and adjusted operating income due largely to lower sales volumes and negative fixed cost leverage and inflationary costs for finished goods and raw materials. Operating margins improved on a sequential basis benefited by pricing actions and moderating inflation

International

- Achieved mid-single digit sales growth driven by pricing and strong growth in Brazil due to the return of in-person education
- Increased operating income and adjusted operating income due to higher sales

4Q 2022 Margin Reconciliation

	4Q 2022 Adjusted (non-GAAP)	Change vs. Prior Year Adjusted	Items of Significant Impact on Adjusted Results	Bps
Gross Profit	$145.3M	($32.8M)	Pricing/Product Cost	**30**
			Volume/Mix	**(230)**
Gross Margin	29.1%	(210) Bps	One-off Items	**(130)**
			Cost Savings	**90**
			Other	**30**
SG&A	$93.0M	($6.0M)	Management Incentive	**(170)**
			Sales Deleveraging	**150**
SG&A Margin	18.6%	+120 bps	Inflation/Other	**130**
			Sale and Marketing Investment	**30**
			Cost Savings	**(20)**

Adjusted Free Cash Flow

$ in millions*	2022	2021	Change vs 2021
Net cash provided by operations	78	160	(82)
Additions to PP&E	(17)	(21)	4
Proceeds from disposition of assets	7	--	7
Add back contingent consideration payment in operating activities	9	--	9
Adjusted free cash flow (Non-GAAP)	**78**	**138**	**(60)**
Dividends paid	(29)	(26)	(3)
Share repurchases	(19)	--	(19)
Payment for 2021 contingent consideration	(27)	--	(27)
Cost of acquisition and cash adjustments	--	15	(15)
Refinancing costs	(1)	(21)	20
Net proceeds from exercise of stock options	2	2	0
Incr/(decr) in debt	17	(102)	119
Incr/(decr) in cash on hand	**21**	**5**	**16**

Debt/Cash Reconciliation	Debt	Cash
Beginning of period 12/31/2021	1,007	41
Increase/(Decrease)	17	20
FX	(19)	1
End of period 12/31/2022	1,005	62

*Numbers may not foot due to rounding

Capital Structure

- Capital structure as of December 31, 2022
- No maturities until 2026
- Interest is split 57/43 fixed and variable with weighted average rate of 4.53%

Facility	($ in millions) Balance[1]	Interest Rate Methodology	Rate
$600M multicurrency revolver	73	SOFR + CSA[3] + 200 bps, 35.0 bps unused	6.13%
USD Term Loan A	84	SOFR + CSA[3] + 200 bps	6.40%
EUR Term Loan A	227	EURIBOR + 200 bps	3.90%
AUD Term Loan A	35	Australian BBSR + 200 bps	5.30%
Subtotal Senior secured credit facilities[2]	430	Weighted average	4.90%
Senior unsecured notes	575	4.25% fixed	4.25%
Total Debt[2]	1,005	Weighted average interest rate	4.53%

1 Currencies converted using December 31, 2022, closing spot rates.
2 Includes Other Borrowings of $10.4 million.
3 Credit Spread Adjustment of 10 bps.

Full Year 2023 Outlook

Guidance	FY2023
Comparable Net Sales Growth	(3.0%) to 0.0%
FX Impact on Sales	0.0%
Reported Net Sales Growth	(3.0)% to 0.0%
Reported Net Sales*	$1.890 to $1.948 billion
Comparable Adj. EPS	$1.05 to $1.09
FX Impact on Adj. EPS*	$0.03
Adjusted EPS	$1.08 to $1.12
Adjusted Free Cash Flow	At least $100 million
Adjusted Tax Rate	Approx. 29%
Consolidated Leverage Ratio	3.5x to 3.7x

**Based on spot rates as of 02/13/2023*

1Q 2023 Outlook

Guidance	1Q 2023
Comparable Net Sales Growth	(10.0%) to (7.0%)
FX Impact on Sales	(3.0%)
Reported Net Sales Growth	(13.0%) to (10.0%)
Reported Net Sales*	$384 to $397 million
Comparable Adj. EPS	$0.05 to $0.07
FX Impact on Adj. EPS*	$0.00
Adjusted EPS	$0.05 to $0.07

Based on spot rates as of 2/13/2023

Executing On Capital Allocation Strategy

Capital Allocation	• Disciplined capital allocation strategy • Generated $78M in adjusted free cash flow for the full year • Announced $0.075 per share quarterly dividend on February 17
Debt Reduction	• 4Q 2022 consolidated leverage ratio 4.2x • Long-term consolidated leverage ratio target of 2.0x - 2.5x
Shareholder Returns	• 2Q 2022 repurchased 2.7M shares for ~$19M • YTD 2022 paid ~$29M in dividends • Total return to shareholders of $48M in 2022

About Non-GAAP Financial Measures

Our non-GAAP financial measures include the following:

***Comparable Sales*:** Represents net sales excluding the impact of material acquisitions with current-period foreign operation sales translated at prior-year currency rates. We believe comparable sales are useful to investors and management because they reflect underlying sales and sales trends without the effect of acquisitions and fluctuations in foreign exchange rates and facilitate meaningful period-to-period comparisons. We sometimes refer to comparable sales as comparable net sales.

***Adjusted Gross Profit*:** Represents gross profit excluding the effect of the amortization of the step-up in inventory from material acquisitions. We believe adjusted gross profit is useful to investors and management because it reflects underlying gross profit without the effect of inventory adjustments resulting from acquisitions that we consider to be outside our core operations and facilitates meaningful period-to-period comparisons.

***Adjusted Selling, General and Administrative (SG&A) Expenses*:** Represents selling, general and administrative expenses excluding transaction and integration expenses related to material acquisitions. We believe adjusted SG&A expenses are useful to investors and management because they reflect underlying SG&A expenses without the effect of expenses related to acquiring and integrating acquisitions that we consider to be outside our core operations and facilitate meaningful period-to-period comparisons.

Adjusted Operating Income/Adjusted Income Before Taxes/Adjusted Net Income/Adjusted Net Income Per Diluted Share: Represents operating income, income before taxes, net income, and net income per diluted share excluding restructuring and goodwill impairment charges, the amortization of intangibles, the amortization of the step-up in value of inventory, the change in fair value of contingent consideration, transaction and integration expenses associated with material acquisitions, non-recurring items in interest expense or other income/expense such as expenses associated with debt refinancing, a bond redemption, or a pension curtailment, and other non-recurring items as well as all unusual and discrete income tax adjustments, including income tax related to the foregoing. We believe these adjusted non-GAAP financial measures are useful to investors and management because they reflect our underlying operating performance before items that we consider to be outside our core operations and facilitate meaningful period-to-period comparisons. Senior management's incentive compensation is derived, in part, using adjusted operating income and adjusted net income per diluted share, which is derived from adjusted net income. We sometimes refer to adjusted net income per diluted share as adjusted earnings per share or adjusted EPS.

Adjusted Income Tax Expense/Rate: Represents income tax expense/rate excluding the tax effect of the items that have been excluded from adjusted income before taxes, unusual income tax items such as the impact of tax audits and changes in laws, significant reserves for cash repatriation, excess tax benefits/losses, and other discrete tax items. We believe our adjusted income tax expense/rate is useful to investors because it reflects our baseline income tax expense/rate before benefits/losses and other discrete items that we consider to be outside our core operations and facilitates meaningful period-to-period comparisons.

Adjusted EBITDA: Represents net income excluding the effects of depreciation, stock-based compensation expense, amortization of intangibles, the change in fair value of contingent consideration, interest expense, net, other (income) expense, net, and income tax expense, the amortization of the step-up in value of inventory, transaction and integration expenses associated with material acquisitions, restructuring and goodwill impairment charges, non-recurring items in interest expense or other income/expense such as expenses associated with debt refinancing, a bond redemption, or a pension curtailment and other non-recurring items. We believe adjusted EBITDA is useful to investors because it reflects our underlying cash profitability and adjusts for certain non-cash charges, and items that we consider to be outside our core operations and facilitates meaningful period-to-period comparisons.

Adjusted Free Cash Flow: Represents cash flow from operating activities, excluding cash payments made for contingent earnouts, less cash used for additions to property, plant and equipment, plus cash proceeds from the disposition of assets. We believe adjusted free cash flow is useful to investors because it measures our available cash flow for paying dividends, funding strategic material acquisitions, reducing debt, and repurchasing shares.

Consolidated Leverage Ratio: Represents balance sheet debt, plus debt origination costs and less any cash and cash equivalents divided by adjusted EBITDA. We believe that consolidated leverage ratio is useful to investors since the company has the ability to, and may decide to use a portion of its cash and cash equivalents to retire debt.

We also provide forward-looking non-GAAP comparable sales, adjusted earnings per share, adjusted free cash flow, adjusted EBITDA, and adjusted tax rate, and historical and forward-looking consolidated leverage ratio. We do not provide a reconciliation of these forward-looking and historical non-GAAP measures to GAAP because the GAAP financial measure is not currently available and management cannot reliably predict all the necessary components of such non-GAAP measures without unreasonable effort or expense due to the inherent difficulty of forecasting and quantifying certain amounts that are necessary for such a reconciliation, including adjustments that could be made for restructuring, integration and acquisition-related expenses, the variability of our tax rate and the impact of foreign currency fluctuation and material acquisitions, and other charges reflected in our historical results. The probable significance of each of these items is high and, based on historical experience, could be material.

Reg G Reconciliations

ACCO Brands Corporation and Subsidiaries
Reconciliation of GAAP to Adjusted Non-GAAP Information (Unaudited)
(In millions, except per share data)

The following tables set forth a reconciliation of certain Consolidated Statements of Operations information reported in accordance with GAAP to adjusted Non-GAAP Information for the three months ended December 31, 2022 and 2021.

Three Months Ended December 31, 2022

		SG&A	% of Sales	Operating Income	% of Sales	Income before Tax	% of Sales	Income Tax Expense (I)	Tax Rate	Net Income	% of Sales
Reported GAAP		**$ 92.4**	**18.5 %**	**$ 35.6**	**7.1 %**	**$ 28.7**	**5.7 %**	**$ 9.9**	**34.5 %**	**$ 18.8**	**3.8 %**
Reported GAAP diluted income per share (EPS)										***$ 0.20***	
Release of charge for Russia business	(A)	0.6		(0.6)		(0.6)		(0.1)		(0.5)	
Restructuring charges		—		7.3		7.3		1.9		5.4	
Amortization of intangibles		—		10.0		10.0		2.6		7.4	
Gain on sale of property		—		—		(3.5)		(0.9)		(2.6)	
Other discrete tax items	(I)	—		—		—		(2.0)		2.0	
Adjusted Non-GAAP		$ 93.0	18.6 %	$ 52.3	10.5 %	$ 41.9	8.4 %	$ 11.4	27.2 %	$ 30.5	6.1 %
Adjusted diluted income per share (Adjusted EPS)										$ 0.32	

Three Months Ended December 31, 2021

		SG&A	% of Sales	Operating Income	% of Sales	Income before Tax	% of Sales	Income Tax Expense (I)	Tax Rate	Net Income	% of Sales
Reported GAAP		**$ 99.1**	**17.4 %**	**$ 63.6**	**11.2 %**	**$ 57.2**	**10.0 %**	**$ 3.7**	**6.5 %**	**$ 53.5**	**9.4 %**
Reported GAAP diluted income per share (EPS)										***$ 0.55***	
Inventory step-up amortization	(C)	—		—		—		—		—	
Transaction and integration expenses	(D)	(0.1)		0.1		0.1		—		0.1	
Restructuring charges		—		1.8		1.8		0.2		1.6	
Amortization of intangibles		—		11.1		11.1		2.0		9.1	
Change in fair value of contingent consideration	(B)	—		2.5		2.5		(0.2)		2.7	
Operating tax gain	(H)	—		—		(1.6)		(0.5)		(1.1)	
Other						0.2		—		0.2	
Other discrete tax items	(J)	—		—		—		13.0		(13.0)	
Adjusted Non-GAAP		$ 99.0	17.4 %	$ 79.1	13.9 %	$ 71.3	12.5 %	$ 18.2	25.5 %	$ 53.1	9.3 %
Adjusted diluted income per share (Adjusted EPS)										*$ 0.54*	

See "Notes to Reconciliations of GAAP to Adjusted Non-GAAP Information and Net (Loss) Income to Adjusted EBITDA (Unaudited)" for further information regarding adjusted items.

Reg G Reconciliations

ACCO Brands Corporation and Subsidiaries
Reconciliation of GAAP to Adjusted Non-GAAP Information (Unaudited)
(In millions, except per share data)

The following tables set forth a reconciliation of certain Consolidated Statements of Operations information reported in accordance with GAAP to adjusted Non-GAAP Information for the twelve months ended December 31, 2022 and 2021

Year Ended December 31, 2022

		SG&A	% of Sales	Operating Income	% of Sales	Income before Tax	% of Sales	Income Tax Expense (I)	Tax Rate	Net (Loss) Income	% of Sales
Reported GAAP		**$ 376.7**	**19.3 %**	**$ 34.8**	**1.8 %**	**$ 14.9**	**0.8 %**	**$ 28.1**	**188.6 %**	**$ (13.2)**	**(0.7)%**
Reported GAAP diluted income per share (EPS)										***$ (0.14)***	
Charge for Russia business	(A)	(0.2)		0.2		0.2		0.1		0.1	
Restructuring charges		—		9.6		9.6		2.5		7.1	
Goodwill impairment charge		—		98.7		98.7		—		98.7	
Amortization of intangibles		—		41.5		41.5		10.9		30.6	
Change in fair value of contingent consideration	(B)	—		(9.0)		(9.0)		(2.3)		(6.7)	
Gain on sale of property		—		—		(3.5)		(0.9)		(2.6)	
Operating tax gains	(H)	—		—		(11.2)		(3.8)		(7.4)	
Other discrete tax items	(I)	—		—		—		5.6		(5.6)	
Adjusted Non-GAAP		$ 376.5	19.3 %	$ 175.8	9.0 %	$ 141.2	7.2 %	$ 40.2	28.5 %	$ 101.0	5.2 %
Adjusted diluted income per share (Adjusted EPS)										$ 1.04	

Year Ended December 31, 2021

		Gross Profit	% of Sales	SG&A	% of Sales	Operating Income	% of Sales	Income before Tax	% of Sales	Income Tax Expense (I)	Tax Rate	Net Income	% of Sales
Reported GAAP		**$ 614.9**	**30.4 %**	**$ 392.6**	**19.4 %**	**$ 151.0**	**7.5 %**	**$ 111.4**	**5.5 %**	**$ 9.5**	**8.5 %**	**$ 101.9**	**5.0 %**
Reported GAAP diluted income per share (EPS)												***$ 1.05***	
Inventory step-up amortization	(C)	3.0		—		3.0		3.0		0.9		2.1	
Transaction and integration expenses	(D)	—		(2.6)		2.6		2.6		0.7		1.9	
Restructuring charges		—		—		6.0		6.0		1.5		4.5	
Amortization of intangibles		—		—		46.3		46.3		12.6		33.7	
Change in fair value of contingent consideration	(B)	—		—		19.0		19.0		4.8		14.2	
Refinancing costs	(E)	—		—		—		3.7		1.0		2.7	
Operating tax gains	(H)	—		—		—		(10.9)		(3.6)		(7.3)	
Bond redemption	(F)	—		—		—		9.8		2.6		7.2	
Pension curtailment	(G)	—		—		—		1.4		0.4		1.0	
Other		—		—				0.2		—		0.2	
Other discrete tax items	(I)	—		—		—		—		25.3		(25.3)	
Adjusted Non-GAAP		$ 617.9	30.5 %	$ 390.0	19.3 %	$ 227.9	11.3 %	$ 192.5	9.5 %	$ 55.7	28.9 %	$ 136.8	6.8 %
Adjusted diluted income per share (Adjusted EPS)												*$ 1.41*	

See "Notes to Reconciliations of GAAP to Adjusted Non-GAAP Information and Net (Loss) Income to Adjusted EBITDA (Unaudited)" for further information regarding adjusted items.

Reg G Reconciliations

ACCO Brands Corporation and Subsidiaries
Reconciliation of Net (Loss) Income to Adjusted EBITDA (Unaudited)
(In millions)

The following table sets forth a reconciliation of net (loss) income reported in accordance with GAAP to Adjusted EBITDA.

		Three Months Ended December 31,			Year Ended December 31,		
		2022	2021	% Change	2022	2021	% Change
Net income (loss)		**$ 18.8**	**$ 53.5**	***(64.9)%***	**$ (13.2)**	**$ 101.9**	***NM***
Inventory step-up amortization	(C)	—	—	*NM*	—	3.0	*(100.0)%*
Transaction and integration expenses	(D)	—	0.1	*(100.0)%*	—	2.6	*(100.0)%*
Stock-based compensation		1.7	3.0	*(43.3)%*	9.5	15.2	*(37.5)%*
Depreciation		9.3	10.0	*(7.0)%*	37.9	39.4	*(3.8)%*
(Release) charge for Russia business	(A)	(0.6)	—	*NM*	0.2	—	*NM*
Amortization of intangibles		10.0	11.1	*(9.9)%*	41.5	46.3	*(10.4)%*
Restructuring charges		7.3	1.8	*305.6 %*	9.6	6.0	*60.0 %*
Goodwill impairment charge		—	—	*NM*	98.7	—	*NM*
Change in fair value of contingent consideration	(B)	—	2.5	*(100.0)%*	(9.0)	19.0	*NM*
Pension curtailment	(G)	—	—	*NM*	—	1.4	*(100.0)%*
Interest expense, net		10.9	9.6	*13.5 %*	37.3	44.4	*(16.0)%*
Other (income) expense, net		(2.7)	(0.9)	*NM*	(12.9)	3.1	*NM*
Income tax expense		9.9	3.7	*167.6 %*	28.1	9.5	*195.8 %*
Adjusted EBITDA (non-GAAP)		$ 64.6	$ 94.4	*(31.6)%*	$ 227.7	$ 291.8	*(22.0)%*
Adjusted EBITDA as a % of Net Sales		12.9 %	16.6 %		11.7 %	14.4 %	

See "Notes to Reconciliations of GAAP to Adjusted Non-GAAP Information and Net (Loss) Income to Adjusted EBITDA (Unaudited)" for further information regarding adjusted items.

Reconciliation of Net Cash Provided (Used) by Operating Activities to Adjusted Free Cash Flow (Unaudited)
(In millions)

The following table sets forth a reconciliation of net cash provided (used) by operating activities reported in accordance with GAAP to Adjusted Free Cash Flow.

	Three Months Ended December 31, 2022	Three Months Ended December 31, 2021	Year Ended December 31, 2022	Year Ended December 31, 2021
Net cash provided by operating activities	**$ 87.2**	**$ 115.6**	**$ 77.6**	**$ 159.6**
Net cash (used) provided by:				
Additions to property, plant and equipment	(4.7)	(7.3)	(16.5)	(21.2)
Proceeds from the disposition of assets	7.0	—	7.2	—
Payments of contingent consideration	—	—	9.2	—
Adjusted free cash flow (non-GAAP)	$ 89.5	$ 108.3	$ 77.5	$ 138.4

Reg G Reconciliations

Notes to Reconciliations of GAAP to Adjusted Non-GAAP Information and Net (Loss) Income to Adjusted EBITDA (Unaudited)

A. Represents an impact to operating expense related to our Russia business.
B. Represents the change in fair value of the contingent consideration for the PowerA acquisition. The change in fair value of the contingent consideration is assessed every quarter and is included as expense/income in the consolidated statements of income.
C. Represents the amortization of step-up in the value of inventory associated with the PowerA acquisition.
D. Represents transaction and integration expenses associated with our acquisitions.
E. Represents the write-off of debt issuance costs and other costs associated with the Company's 2021 debt refinancing and discharge of its obligations on the senior unsecured notes due in 2024.
F. Represents a call premium on the 2021 redemption of the senior unsecured notes due in 2024.
G. Represents a pension curtailment related to restructuring projects.
H. Represents certain indirect tax credits in Brazil and gains related to the release of unneeded reserves for certain operating taxes.
I. The adjustments to income tax expense include the effects of the adjustments outlined above and discrete tax adjustments.

Reg G Reconciliations

ACCO Brands Corporation and Subsidiaries
Supplemental Business Segment Information and Reconciliation (Unaudited)
(In millions)

	2022					2021					Changes				
	Reported Net Sales	Reported Operating Income (Loss)	Adjusted Items	Adjusted Operating Income (Loss)	Adjusted Operating Income (Loss) Margin	Reported Net Sales	Reported Operating Income (Loss)	Adjusted Items	Adjusted Operating Income (Loss)	Adjusted Operating Income (Loss) Margin	Net Sales $	Net Sales %	Adjusted Operating Income (Loss) $	Adjusted Operating Income (Loss) %	Margin Points
Q1:															
ACCO Brands North America	$ 208.5	$ 13.9	$ 5.9	$ 19.8	9.5%	$ 188.8	$ (0.7)	$ 11.9	$ 11.2	5.9%	$ 19.7	10.4%	$ 8.6	76.8%	360
ACCO Brands EMEA	156.1	5.6	3.5	9.1	5.8%	156.9	16.8	4.4	21.2	13.5%	(0.8)	(0.5)%	(12.1)	(57.1)%	(770)
ACCO Brands International	77.0	4.2	2.0	6.2	8.1%	64.8	0.6	2.5	3.1	4.8%	12.2	18.8%	3.1	100.0%	330
Corporate	—	(16.9)	4.4	(12.5)		—	(17.8)	6.9	(10.9)		—		(1.6)		
Total	$ 441.6	$ 6.8	$ 15.8	$ 22.6	5.1%	$ 410.5	$ (1.1)	$ 25.7	$ 24.6	6.0%	$ 31.1	7.6%	$ (2.0)	(8.1)%	(90)
Q2:															
ACCO Brands North America	$ 306.6	$ 50.7	$ 6.5	$ 57.2	18.7%	$ 295.1	$ 53.8	$ 6.1	$ 59.9	20.3%	$ 11.5	3.9%	$ (2.7)	(4.5)%	(160)
ACCO Brands EMEA	137.9	(1.5)	3.6	2.1	1.5%	157.0	9.9	3.9	13.8	8.8%	(19.1)	(12.2)%	(11.7)	(84.8)%	(730)
ACCO Brands International	76.5	6.3	2.3	8.6	11.2%	65.7	2.8	2.0	4.8	7.3%	10.8	16.4%	3.8	79.2%	390
Corporate	—	(0.1)	(9.7)	(9.8)		—	(16.6)	5.3	(11.3)		—		1.5		
Total	$ 521.0	$ 55.4	$ 2.7	$ 58.1	11.2%	$ 517.8	$ 49.9	$ 17.3	$ 67.2	13.0%	$ 3.2	0.6%	$ (9.1)	(13.5)%	(180)
Q3:															
ACCO Brands North America	$ 257.2	$ (78.4)	$ 104.2	$ 25.8	10.0%	$ 287.5	$ 34.6	$ 7.0	$ 41.6	14.5%	$ (30.3)	(10.5)%	$ (15.8)	(38.0)%	(450)
ACCO Brands EMEA	130.3	4.9	2.5	7.4	5.7%	161.1	13.4	3.9	17.3	10.7%	(30.8)	(19.1)%	(9.9)	(57.2)%	(500)
ACCO Brands International	98.1	17.3	1.9	19.2	19.6%	78.1	7.3	2.5	9.8	12.5%	20.0	25.6%	9.4	95.9%	710
Corporate	—	(6.8)	(2.8)	(9.6)		—	(16.7)	5.0	(11.7)		—		2.1		
Total	$ 485.6	$ (63.0)	$ 105.8	$ 42.8	8.8%	$ 526.7	$ 38.6	$ 18.4	$ 57.0	10.8%	$ (41.1)	(7.8)%	$ (14.2)	(24.9)%	(200)
Q4:															
ACCO Brands North America	$ 225.7	$ 8.9	$ 9.8	$ 18.7	8.3%	$ 271.0	$ 34.2	$ 7.7	$ 41.9	15.5%	$ (45.3)	(16.7)%	$ (23.2)	(55.4)%	(720)
ACCO Brands EMEA	156.0	12.7	5.7	18.4	11.8%	187.9	21.6	3.3	24.9	13.3%	(31.9)	(17.0)%	(6.5)	(26.1)%	(150)
ACCO Brands International	117.7	22.7	1.6	24.3	20.6%	111.4	20.9	2.0	22.9	20.6%	6.3	5.7%	1.4	6.1%	—
Corporate	—	(8.7)	(0.4)	(9.1)		—	(13.1)	2.5	(10.6)		—		1.5		
Total	$ 499.4	$ 35.6	$ 16.7	$ 52.3	10.5%	$ 570.3	$ 63.6	$ 15.5	$ 79.1	13.9%	$ (70.9)	(12.4)%	$ (26.8)	(33.9)%	(340)
YTD:															
ACCO Brands North America	$ 998.0	$ (4.9)	$ 126.4	$ 121.5	12.2%	$ 1,042.4	$ 121.9	$ 32.7	$ 154.6	14.8%	$ (44.4)	(4.3)%	$ (33.1)	(21.4)%	(260)
ACCO Brands EMEA	580.3	21.7	15.3	37.0	6.4%	662.9	61.7	15.5	77.2	11.6%	(82.6)	(12.5)%	(40.2)	(52.1)%	(520)
ACCO Brands International	369.3	50.5	7.8	58.3	15.8%	320.0	31.6	9.0	40.6	12.7%	49.3	15.4%	17.7	43.6%	310
Corporate	—	(32.5)	(8.5)	(41.0)		—	(64.2)	19.7	(44.5)		—		3.5		
Total	$ 1,947.6	$ 34.8	$ 141.0	$ 175.8	9.0%	$ 2,025.3	$ 151.0	$ 76.9	$ 227.9	11.3%	$ (77.7)	(3.8)%	$ (52.1)	(22.9)%	(230)

See "Notes to Reconciliations of GAAP to Adjusted Non-GAAP Information and Net (Loss) Income to Adjusted EBITDA (Unaudited)" for further information regarding adjusted items.

Reg G Reconciliations

ACCO Brands Corporation and Subsidiaries
Supplemental Net Sales Change Analysis (Unaudited)

	% Change - Net Sales			$ Change - Net Sales (in millions)			
	GAAP	Non-GAAP		GAAP	Non-GAAP		
	Net Sales Change	Currency Translation	Comparable Net Sales Change	Net Sales Change	Currency Translation	Comparable Net Sales Change	Comparable Net Sales
Q1 2022:							
ACCO Brands North America	**10.4 %**	— %	10.4 %	**$ 19.7**	**$ —**	**$ 19.7**	$ 208.5
ACCO Brands EMEA	**(0.5)%**	(7.9)%	7.4 %	**(0.8)**	**(12.4)**	**11.6**	168.5
ACCO Brands International	**18.8 %**	(3.9)%	22.7 %	**12.2**	**(2.5)**	**14.7**	79.5
Total	**7.6 %**	(3.6)%	11.2 %	**$ 31.1**	**$ (14.9)**	**$ 46.0**	$ 456.5
Q2 2022:							
ACCO Brands North America	**3.9 %**	(0.5)%	4.4 %	**$ 11.5**	**$ (1.4)**	**$ 12.9**	$ 308.0
ACCO Brands EMEA	**(12.2)%**	(12.6)%	0.4 %	**(19.1)**	**(19.8)**	**0.7**	157.7
ACCO Brands International	**16.4 %**	(3.7)%	20.1 %	**10.8**	**(2.4)**	**13.2**	78.9
Total	**0.6 %**	(4.6)%	5.2 %	**$ 3.2**	**$ (23.6)**	**$ 26.8**	$ 544.6
Q3 2022:							
ACCO Brands North America	**(10.5)%**	(0.5)%	(10.0)%	**$ (30.3)**	**$ (1.3)**	**$ (29.0)**	$ 258.5
ACCO Brands EMEA	**(19.1)%**	(15.0)%	(4.1)%	**(30.8)**	**(24.1)**	**(6.7)**	154.4
ACCO Brands International	**25.6 %**	(5.8)%	31.4 %	**20.0**	**(4.5)**	**24.5**	102.6
Total	**(7.8)%**	(5.7)%	(2.1)%	**$ (41.1)**	**$ (29.9)**	**$ (11.2)**	$ 515.5
Q4 2022:							
ACCO Brands North America	**(16.7)%**	(0.6)%	(16.1)%	**$ (45.3)**	**$ (1.6)**	**$ (43.7)**	$ 227.3
ACCO Brands EMEA	**(17.0)%**	(11.7)%	(5.3)%	**(31.9)**	**(21.9)**	**(10.0)**	177.9
ACCO Brands International	**5.7 %**	(1.8)%	7.5 %	**6.3**	**(2.0)**	**8.3**	119.7
Total	**(12.4)%**	(4.5)%	(7.9)%	**$ (70.9)**	**$ (25.5)**	**$ (45.4)**	$ 524.9
2022 YTD:							
ACCO Brands North America	**(4.3)%**	(0.4)%	(3.9)%	**$ (44.4)**	**$ (4.3)**	**$ (40.1)**	$ 1,002.3
ACCO Brands EMEA	**(12.5)%**	(11.8)%	(0.7)%	**(82.6)**	**(78.2)**	**(4.4)**	658.5
ACCO Brands International	**15.4 %**	(3.6)%	19.0 %	**49.3**	**(11.4)**	**60.7**	380.7
Total	**(3.8)%**	(4.6)%	0.8 %	**$ (77.7)**	**$ (93.9)**	**$ 16.2**	$ 2,041.5

(A) Comparable net sales represents net sales excluding material acquisitions and with current-period foreign operation sales translated at the prior-year currency rates.