About H.B. Fuller

Any product you can imagine, can be made better with adhesives. H.B. Fuller adhesives make smaller, faster electronics so people can stay connected, fresher food and safer drinking water to nourish the world, and more comfortable, cost-effective hygiene products to help moms and babies rest and adults feel more secure.

H.B. Fuller was founded in 1887 by Harvey Benjamin Fuller in Saint Paul, Minnesota, U.S., as a manufacturer of flour and water paste. For over 125 years, H.B. Fuller has been a leading global adhesives provider focusing on perfecting adhesives, sealants and other specialty chemical products to improve products and lives.

We offer more than 9,500 products, and our team of technical experts are always exploring new ways to address our customers’ adhesion challenges. Each year, we bring to market about 100 new products and file approximately 20 new patents.

We have a local presence in more than 40 countries and serve customers in nearly 100 nations. Our annual revenues exceed $2 billion, and our stock is publicly traded on the NYSE under the symbol: FUL.

To learn more about our company, go to www.hbfuller.com.

ABOUT THIS REPORT

Scope

This report provides an overview of H.B. Fuller’s global responsibility programs, activities and future commitments that we have identified as top priorities for our business and our key stakeholders.

This report was published in June 2015 and represents our global operations as of fiscal year 2014 (Dec. 1, 2013-Nov. 30, 2014).

H.B. Fuller partners with WSP to track and report our sustainability data in accordance with reporting standards. All other data contained in this report is compiled and validated independently by H.B. Fuller.

Additional Information

This report complements additional information available at www.hbfuller.com. We are committed to reporting our ongoing progress online and invite you to visit periodically for updates.

This report does not replace the 2014 Annual Report and 2015 Proxy Statement, which contain additional facts, figures and analysis of our business. These documents are available at www.hbfuller.com.

Contacts

Questions or comments on this report can be sent to: Corporate.Relations@hbfuller.com.
Proud to Be a Responsible Corporate Citizen

I am pleased to introduce our inaugural Global Responsibility Report. Every day, we are creating innovative solutions for our customers, and our long-standing commitment to being a responsible corporate citizen is a great source of pride for H.B. Fuller. The work we do to minimize our impact on the environment, give back to our communities, win the right way and build a great place to work is core to our business.

First, we are proud to present our sustainability achievements and goals. We recognize the world’s finite resources require us to minimize our impact on the environment while creating value for our customers. In addition to optimizing our facilities’ operations and process efficiencies, our sustainability efforts focus on enabling our customers to improve their products and processes through solutions that help achieve their sustainability goals.

We also know that to build a strong, sustainable business, we must work to build stronger, more vital communities. It takes more than just financial investment . . . it takes time and collaboration, which is why thousands of our employees around the world volunteer their time and talents to making a difference in the communities where we live and work.

Our focus on sustainability, philanthropy and volunteerism are three elements of our credo to “Win the Right Way.” At H.B. Fuller, we have a long history of operating with integrity. As we implement our plans for global growth, it is critical that we maintain this commitment to achieving results ethically. Our shared set of beliefs directs the way we will succeed, which is by focusing on winning, collaboration and courage. Our ethics and compliance program helps to align our actions with our beliefs and keep us on the right path to success.

And, by winning the right way, we also are building a great place to work. I am very proud of our employees throughout the world who consistently demonstrate their dedication to our success and who are working collaboratively to advance our business. Our promise to them is to challenge and engage them in their work, and to develop them professionally, so they may build rewarding careers with H.B. Fuller.

Our commitment to global corporate responsibility is integral to being a company that employees are proud to be a part of, customers are excited to work with, communities trust and shareholders feel rewarded by.

Jim Owens
President and Chief Executive Officer
Our Commitment

At H.B. Fuller, taking steps to minimize our impact on the environment is a priority. Our mission is to thoughtfully consider the impact of our operations, people and products on the environment, our communities and stakeholders – while continuing to focus on the needs of our customers and our goal of being the best adhesives company in the world.

To continuously improve our sustainability, we focus on:

- **Enabling our customers** to improve their products and processes through solutions that help achieve their sustainability goals.
- **Optimizing our facilities’ operations** and process efficiency.
- **Engaging our employees** to be knowledgeable about and responsible for safety, wellness and reaching our sustainability targets.

Enabling Our Customers’ Sustainability Efforts

Adhesives are everywhere, and while they are a small part of the products they hold together, they improve the performance of everyday items from cell phones and garage doors to food packaging and disposable baby diapers. In addition to performance, adhesives also play a significant role in downstream sustainability.

**Driving Sustainability Throughout the Value Chain**

We work closely with hundreds of high volume industries and customers to develop adhesive solutions in support of their sustainability goals. We are always looking for ways to optimize our operations and use more renewable raw materials in our products. And by making our customers’ products and processes more sustainable, we can make an even bigger impact throughout the entire value chain.

Our adhesives enable manufacturers to work with more sustainable substrates, reduce material used, improve efficiencies and reduce energy consumption and waste. They also enable the production of products that promote sustainable practices, such as water filters and LED light bulbs.

**Greater Efficiency, Less Energy**

Manufacturing processes are energy intensive. One way we make a significant impact is through technologies that improve our customers’ operational efficiency. Our Liquamelt® adhesive system for case and carton sealing, made up of more than 40 percent renewable raw materials, flows at room temperature, eliminating the need for heated tanks and hoses. The system has reduced adhesive consumption up to 60 percent and total energy consumption up to 75 percent.

Across a wide range of industries, our reactive hot melt adhesives for flat lamination enable more efficient manufacturing by reducing waste and improving throughput. Used in a variety of applications, including flooring, doors and RV sidewalls, their high green strength allows customers to move from lamination to secondary manufacturing without interruption. The result is reduced cycle times, increased output and energy conservation.
Pure Water, LED Lighting

Water scarcity is a global issue. One way to increase clean water supply is to purify alternate sources, and filtration systems that enable purification rely on high performance adhesives. Our NSF-certified adhesives for liquid separation filters provide production benefits, such as reduced assembly cycle times. They also improve all aspects of filter performance, including energy use, longevity and safety.

Our filtration adhesives offer exceptional resistance to chemicals and harsh environmental conditions. These same properties are critical to lighting applications – one reason H.B. Fuller was invited to join Cree’s LED Solution Provider (CSP) Program. We are proud to support Cree’s mission to lead the way in making energy-inefficient lighting obsolete.

Creating Value with Eco-Friendly Products

At H.B. Fuller, we are continuously looking at ways to improve the sustainability profile of our products.

Advantra True™

Advantra True adhesive is composed of 40 percent forest-sourced, renewable resources that do not interfere with the food supply chain. The new hot melt adhesive delivers all the benefits of the Advantra® brand, including bonding power and production line efficiencies. In addition, the hot melt adhesive aids end-of-line recycling, separating well in the repulping process.

TEC 3N1®

Our TEC 3N1 performance mortar contains 6 percent pre-consumer recycled content and zero VOC. This is important for owners seeking LEED certification because flooring is a big part of construction and can add LEED points to a project. LEED, or Leadership in Energy & Environmental Design, is a green building certification program that recognizes best-in-class building strategies and practices.

Liquamelt

Our Liquamelt adhesive system significantly reduces consumption for case and carton sealing. With Liquamelt, the adhesive component that was once based on petroleum-derived mineral oils has been substituted with a vegetable oil, resulting in a product that is made up of more than 40 percent renewable raw materials. The Liquamelt system also reduces adhesive consumption up to 60 percent and energy consumption up to 75 percent.

pH-driven Polymers

For paper, nonwovens and similar products, high performance often means remaining strong during use and then disintegrating quickly for efficient and environmentally-friendly disposal. H.B. Fuller’s patent-pending, pH-driven polymers address these challenges. They act and perform like traditional aqueous polymers with one major difference. When exposed to a pH 7 or greater condition, they lose strength and break apart or disintegrate.

Adhesives are a small part of most of the products they hold together, but they play a vital role in downstream sustainability around the globe.

Sustainable Supply

In our view, sustainability also includes supply assurance. Adhesives are vulnerable to market fluctuations that affect raw material availability and price. In addition to exploring renewable bio-based resources as alternatives, we focus on developing adhesives that depend on less volatile materials, such as crude oil, and more on stable materials, such as natural gas.

For example, to better serve the hygiene market, we were the pioneers in olefin chemistry and have been perfecting olefin-based adhesives for more than 15 years. Olefin is derived from natural gas, which is projected to remain abundant for hundreds of years. Olefins can be derived from natural gas feedstocks, which are considered cleaner than petroleum-based feedstocks.

We believe sustainability is a system where upstream supply and downstream value are just as important as our individual contribution. To make progress, we continue to work closely with our suppliers, customers, OEMs and external partners who can provide a deep understanding of environmental issues. Most important, we look for ways to create a ripple effect of greater efficiency throughout the value chain.
H.B. Fuller focuses on four key sustainability metrics: energy intensity, greenhouse gas emissions intensity, waste intensity and water withdrawal intensity. Our sustainability metrics are intensity-based to show performance independent of business change. We normalize these by metric tons of production to accommodate for changes in output. 2014 is our baseline year.

We will meet our goals through the implementation of reduction strategies designed to reduce the targeted metrics. Engineering controls, best practices, equipment upgrades and employee engagement will be among the strategies. We will continue to improve our data collection process in an effort to help our facilities manage the reduction strategies and ensure their effectiveness.

Our progress against these goals will be reported annually in our Global Responsibility Report and posted to our website at [www.hbfuller.com](http://www.hbfuller.com).

**GOAL 1**

Reduce energy intensity by 20% between 2014-2025

Energy intensity illustrates the amount of energy used per metric ton of production. Total energy is the sum of energy from electricity and natural gas use.

![Energy Intensity Chart]

**GOAL 2**

Reduce scope 1 and 2 greenhouse gas (GHG) emissions intensity by 20% between 2014-2025

GHG emissions intensity is the amount of GHG emissions per metric ton of production. GHG emissions are measured in carbon dioxide equivalent (CO₂e), which expresses the effect of GHGs on the atmosphere in terms of carbon dioxide (CO₂). Our primary sources of emissions are electricity and stationary combustion (e.g., natural gas-fired boilers). Other emission sources include mobile sources (e.g., vehicle fuels), refrigerants and thermal oxidizer combustion.

*Scope 1: Direct emissions within H.B. Fuller’s operational boundary. Stationary combustion (e.g., natural gas-fired boilers, generators); mobile sources (e.g., fleet vehicles, forklifts); refrigerants; process sources (e.g., thermal oxidizer combustion).

*Scope 2: Indirect emissions within H.B. Fuller’s operational boundary. Purchased utilities (e.g., electricity, steam, chilled water).

**GOAL 3**

Reduce waste intensity by 10% between 2014-2025

Waste intensity illustrates the amount of waste disposed per metric ton of production. Waste includes solid waste and hazardous/dangerous waste.

![Waste Intensity Chart]

**GOAL 4**

Reduce water withdrawal intensity by 10% between 2014-2025

Water withdrawal intensity illustrates the amount of water withdrawn per metric ton of production. This metric includes water withdrawals from municipal sources.

![Water Withdrawal Intensity Chart]
Driving Efficiency and Quality

Running efficient operations is not just good for our business, it’s good for the environment. That’s why we’re constantly looking for ways to operate our manufacturing facilities more efficiently, such as building new, more environmentally-friendly facilities, streamlining our processes, minimizing process waste and upgrading our equipment.

In 2014, we upgraded our capabilities around the world. We opened 10 new or refurbished facilities in China, Colombia, France, Germany, Italy and Portugal, often replacing older, more inefficient operations. For example, our new Rionegro, Colombia, facility, discussed later in this report, was built with a number of sustainability features to reduce its energy and water use.

By focusing on key measures, a number of our facilities made significant strides toward improving their production efficiency, energy dependency and waste output. Our Edison, New Jersey, U.S., plant, for example, saw a 96 percent reduction in waste by focusing on manufacturing product with zero defects.

Improving our quality is critical to our success, and will allow us to reach our sustainability goals. In 2015, we will focus on building a strong culture of quality. This includes conducting quality improvement training, building a quality dashboard and implementing strategies to ensure we’re producing the best quality product the first time.

Our manufacturing facilities have a significant impact on our company’s overall success. By driving efficiency and quality, we are optimizing our facilities’ operations to meet our sustainability goals.

Elin Gabriel
Vice President, Global Operations

One H.B. Fuller manufacturing facility produces carbon emissions equal to as many as 242 U.S. homes annually.
Minimizing Our Footprint in Rionegro, Colombia

In 2014, we opened a state-of-the-art manufacturing facility in Rionegro, Colombia, to expand our capacity and capability to grow with the region's economy. While strengthening our presence in the Andean Region, we also were committed to minimizing our impact on the environment. By incorporating sustainability features in the 6,392-square-meter building, we constructed a plant that is efficient, sustainable and thoughtfully designed to stand the test of time.

Artificial light is one of the largest sources of energy consumption in industrial manufacturing. For 12 hours per day, our Colombia facility harnesses sunlight for energy savings through the use of a skylights throughout the plant. In addition to an estimated 20 percent reduction in energy use, letting the sun shine in provides another benefit: a naturally-lit workspace that provides a more pleasant environment for employees. Looking to the future, we also plan to add solar panels, which will help further reduce electricity consumption.

Sunlight isn’t the only source of renewable energy we are leveraging to minimize our impact. In the new plant, we capture, store and reuse rainwater, a conservation practice called rainwater harvesting. The water is collected through pipes in the ceiling and stored in a 650-cubic-meter tank for use in our sprinkler system, bathrooms, housekeeping and production processes, significantly reducing consumption and waste.

To minimize our carbon footprint, we also focused on using building materials designed for durability. Post-tensioned concrete floors throughout the plant provide high weight resistance – five tons per square meter – and come with a 28-year warranty. Although they are stronger than a conventional reinforced concrete floor, they also are thinner, which means less material is used in construction. Additionally, a post-tensioned floor is joint free, so it allows for a flexible layout that can change over time.

“At H.B. Fuller we are always looking for ways to improve our manufacturing practices and building more efficient facilities that support our sustainability goals,” said Lina Garcia, Colombia facility manager. “From floor to ceiling, our new plant takes that commitment one step further with eco-friendly construction designed for the long term.”

Responding to CDP Supply Chain

We have responded to CDP’s annual Supply Chain information request, on behalf of our customers, since 2013. Our response allows us to discuss our policies and programs for managing climate change, as well as report our annual energy and GHG emissions performance.

We are committed to the process and are proud that our response has improved each year. In 2015, we plan to respond to both the climate change and water modules of the Supply Chain questionnaire. Expanding our response to include water allows us to discuss our water goals, management process, and actions to identify and mitigate water-related risk.

CDP is an international, not-for-profit organization providing the only global system for companies and cities to measure, disclose, manage and share vital environmental information. CDP works to motivate companies to disclose their impacts on the environment and natural resources and take action to reduce them. CDP’s Supply Chain program manages the CDP response process for more than 7,700 suppliers on behalf of 75 member companies.
Engaging Employees in Sustainability

Employee engagement is essential for us to meet our sustainability commitments. Our employees must understand how their daily actions – positive and negative – impact the world’s precious resources and be knowledgeable about what they can do to make a difference.

Two of the ways our employees are working to make the planet a better place are: caring for our cherished Willow Lake Nature Preserve and participating in greening projects in Southeast Asia.

Caring for the Willow Lake Nature Preserve

Our world headquarters sits nestled within the nearly 300-acre Willow Lake Nature Preserve in Vadnais Heights, Minnesota, U.S. The preserve boasts a variety of natural communities that include prairie, forest and wetlands. More than 200 different animal species and 420 plant species make the preserve their home.

The Willow Lake Nature Preserve provides opportunities for employees and their guests to enjoy nature and participate in volunteer projects, which include monitoring bluebird nesting activity through the Bluebird Nest Box Monitor Program; helping to eradicate highly invasive buckthorn; planting trees and shrubs in the fall; and cleaning up the preserve in the spring.

Participating in Greening Projects in Southeast Asia

Due to the vast expanse of deep, warm water in the Pacific Ocean, countries in the Pacific Rim are frequently hit by typhoons. These violent storms cause loss of life, trigger landslides and destroy vegetation. At the same time, the economies of these countries rely heavily on the tourism dollars generated by travelers who visit to take in the beauty of their natural landscapes.

H.B. Fuller employees in the Philippines often give back to the community by participating in greening projects in their local area. Employees clean up areas devastated by typhoons, and help plant new trees and foliage. Their work helps restore the natural habitat and improve it, supporting future generations.

As part of the 2014 Make a Difference campaign, employees planted more than 130 trees and shrubs.

SUSTAINABLE PRACTICES ON THE WILLOW LAKE SITE

We strive to protect and enhance the natural state of the nature preserve and to maintain it in an ecologically-friendly way. This includes installing rain gardens to reduce storm water run-off from parking lots and adjacent roadways – protecting sensitive wetlands and the surrounding watershed. In addition, over the years, the amount of turf area has been reduced by planting native woodland, wetland and prairie vegetation, which reduces water usage. When watering turf areas is needed, approximately 90 percent of the water comes from an on-site pond.
Expanding Our Reach

When we say that we want to give back to the communities where we live and work, that means something different today than it did in 1986, when the H.B. Fuller Company Foundation was formed. Then, our annual sales were one-fourth of what they are today, and our workforce was largely based in the U.S. Now, 60 percent of our employees are located in countries outside of the United States.

While we remain committed to making a difference in the U.S., we are increasingly expanding our reach globally. We have established 27 Community Affairs Councils (CACs) around the world, from Argentina to the Philippines. Our employee-driven CACs help extend our global community outreach efforts to their local communities, by deciding which organizations they will support and encouraging employees in their locations to give and serve.

As a result of their efforts, and the support of our global Community Affairs department, 544 employees outside of the U.S. volunteered in their local communities in 2014 – a 38 percent increase over 2013. In addition, we had at least one new project in every region during our annual Make a Difference community service campaign.

Whether it’s building youth science kits in Saint Paul, Minnesota, U.S., or reading to children in Shanghai, China, collectively we are affecting change in the world, and making lives better for the individuals who live in our neighborhoods. We gave more than $1.5 million to more than 215 non-profit organizations in 20 different countries in 2014.

Our Foundation’s focus on STEM (science, technology, engineering and math) and youth leadership development is stronger than ever. Our employees are passionate about giving young people a chance to excel and igniting an interest in STEM.

As our company grows, we are committed to expanding our reach to more people, in more places around the world, in order to make our communities stronger.

Kimberlee Sinclair
Director, Global Communications
Executive Director, H.B. Fuller Company Foundation

2014 Community Impact

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<th>VOLUNTEER HOURS</th>
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<td>2012</td>
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<table>
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<tr>
<th>DONATIONS MADE</th>
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<td>20 LOCATIONS REACHED</td>
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<tr>
<td>Argentina</td>
<td>Brazil</td>
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| STEM Education | $397,400 |
| Youth Leadership Development | $109,000 |
| Arts & Culture | $14,090 |
| Education | $66,900 |
| Environment | $6,453 |
| Health & Human Services | $291,000 |

TOTAL AMOUNT GIVEN $1.5M
STEM Mini Grants Spark a Passion for Science

Teachers are always looking for new ways to engage their students, and hands-on learning is increasingly proving effective at showing relevant, real-world applications of concepts learned in class. Further, hands-on learning is essential to bringing science, technology, engineering and math to life.

Since 2008, H.B. Fuller has awarded middle-school science teachers $575,000 in grants to support STEM-focused, hands-on learning in the classroom. Teachers are encouraged to think outside-the-box on projects that will enhance their curriculum and might not otherwise be possible with traditional government funding. The program is open to teachers in Minnesota, U.S., by invitation only, in an effort to reward those schools that are truly dedicated to bringing innovation into the classroom.

Through H.B. Fuller’s support, additional resources imagined by teachers include wind tunnels, infrared temperature guns, a stationary bike power generator, hot plates, solar car kits and much more. All ideas are dreamed up by teachers and are reviewed by a committee of H.B. Fuller employees for relevance and real-world application in today’s workplace.

Many students lose interest in STEM fields during elementary and middle-school years. H.B. Fuller chemists and engineers are a testament to what can happen when teachers make science and math interesting and show students the possibilities of a career in STEM.

Electrifying Experiences at The Bakken

To strengthen our impact in science literacy, we support partners who share our commitment. In 2014, the H.B. Fuller Company Foundation awarded a $5,000 grant to The Bakken Museum in Minneapolis, Minnesota, U.S. The Bakken’s engaging, hands-on approach to exhibits and educational experiences aligns with our belief that learning about science should be interactive and fun.

The Bakken delivers STEM education through experiences in three areas: public programs, such as exhibits; school programs, such as field trips and outreach programs; and youth programs, such as a school year Inventors Club and summer day camps.

Many students return to the programs again and again, eventually choosing a science or engineering track in college. For example, John participated in several education programs at The Bakken, including the Invention Program. Today, he is head of Fleet Engineering with Wheelz, Inc., in San Francisco. Zahra, another participant, graduated two years ago with a degree in neuroscience, and she is working toward a master’s degree.

During our Make a Difference community service campaign in October, 50 employee volunteers created 980 electromagnetic kits, 397 battery kits and nearly 100 blinking heart kits, as well as other materials for The Bakken to use in its programs. The kits are a critical part of the program because they extend learning into the home so it continues beyond the classroom.

The Bakken shares our passion for STEM and our commitment to building a diverse, science-literate workforce. In the spirit of its namesake, Earl Bakken, it is engaging students through hands-on exploration and inspiring them to enroll in STEM degree programs.
Make a Difference Month

Every October, thousands of employees around the globe, band together to take part in H.B. Fuller’s Make a Difference campaign, the company’s worldwide community service campaign. The campaign has grown every year since its inception in 2009. To date, more than 1,600 H.B. Fuller volunteers have given more than 23,783 hours of their time, completing 246 projects that have helped improve the communities where we live and work.

During the campaign, employees are invited to participate in volunteer projects that help address the most critical local needs. Projects range from facility spruce-ups and building houses to packing meals and assembling science kits.

By concentrating our efforts during this set time period, we multiply our total impact. Additionally, Make a Difference projects offer employees the opportunity to work alongside their colleagues in a uniquely rewarding way. This experience often leads to ongoing team volunteering and stronger collaboration at work.

In 2014, nearly 1,000 employees in 18 different countries contributed more than 6,000 hours of community service though the Make a Difference campaign. Collectively, we made a positive mark on more than 10,000 lives. And, we were proud to be recognized by the Corporate Volunteerism Council, Twin Cities, with the 2014 Employee Engagement Award for our Make a Difference campaign.

Nienburg Employees Support First® Lego® League’s Playful Approach to Learning

When H.B. Fuller’s Community Affairs Council in Nienburg, Germany, received a request to help fund a local school’s participation in a FIRST LEGO League (FLL) competition, it took notice. The team was inspired by FLL’s playful and competitive approach to robotics, and its members unanimously approved the proposal.

FLL is a competition held in about 80 countries that provides teams of students the opportunity to build and program a robot – and then go head-to-head with other schools in a series of robotic challenges.

The Nienburg CAC awarded a grant to first-time participant Gymnasium Stolzenau to help cover the cost of a LEGO Mindstorms® kit, which includes the pieces necessary to build the robot, such as a programmable control center, motors, sensors and LEGO Technic pieces. Having the right tools to prepare for the competition was just the beginning. The 11-member team, which consisted of boys and girls ages 11-16, met six hours every Saturday for about five months to prepare for a December LEGO League event in Oldenburg, Germany. With the support of four teachers who served as coaches, the team designed and programmed their robot and also researched a topic and created a presentation to give during the competition.

Up against 16 other teams, Gymnasium Stolzenau achieved eighth place and the honor of being named Best Newcomer. More importantly, the students gained valuable and marketable skills in robotics and engineering, as well as lessons in “gracious professionalism” and “friendly competition,” which are emphasized in FLL’s core values.

The impact of FLL extends well beyond the months of preparation and competition, which is why H.B. Fuller also has supported FIRST LEGO League at the corporate level for eight years. According to a Brandeis University study, kids who participate in FIRST programs, such as LEGO League, are 50 percent more likely to attend college and twice as likely to major in science or engineering.
Focused on Ethics and Compliance

We have a long history of operating with integrity at H.B. Fuller. Ethics aren’t something that we treat lightly. Acting with integrity and doing the right thing in all of our business practices is fundamental to our philosophy of winning the right way. And, we expect our employees to support our commitment by acting in an ethical manner – each and every day.

**Code of Business Conduct**

The key principles guiding the conduct of all employees globally are set forth in the H.B. Fuller Code of Business Conduct. The code sets the standards to which we act both ethically and in compliance with laws wherever we do business. All employees are expected to read and understand the code, and to certify to this at the start of their employment with us, and annually thereafter.

Additionally, H.B. Fuller has in place a detailed, global core policy on each topic area covered by the code. Compliance with the core policies is also mandatory for all employees. The code and core policies are available in multiple languages on our intranet.

While we have policies and procedures in place to discourage and prevent improper conduct, we also provide an easy, confidential way to report potential violations. Employees are encouraged to discuss concerns with their manager, Human Resources representative or our Law department, and also may report any concerns or potential violations anonymously, as allowed by local law, via HBF Path, our 24-hour, confidential employee helpline, which is available via phone or the Internet. All reports are investigated and any appropriate corrective actions taken.

**Quarterly Ethics and Compliance Training**

Our strong ethics training program is one reflection of H.B. Fuller’s commitment to winning the right way, and the participation by employees around the globe is vital to fulfilling that commitment.

Each employee is required to complete ethics and compliance training every quarter. Employees receive course assignments on a quarterly basis via email to allow them and their managers flexibility in managing training assignments. Additional live training, by Law and Ethics staff, is provided to a range of specific audiences as needed.

Topics include: conflicts of interest, trade compliance, anti-corruption and information security.

**Ethics Certification**

In 2014, H.B. Fuller earned the coveted Ethics Inside® Certification from the Ethisphere Institute, the leading international organization dedicated to the creation, advancement and sharing of best practices in business ethics, governance, anti-corruption and sustainability.

Ethisphere looks at more than 100 separate criteria during the certification process, including corporate citizenship and responsibility; overall compliance and ethics program; organizational health, and culture of ethics; corporate governance; and regulatory history.

Being awarded the Ethics Inside Certification demonstrates H.B. Fuller’s commitment to maintaining the highest standards for ethics, citizenship, corporate responsibility and governance.
Our Workforce:

ABOUT 4,000 EMPLOYEES WORLDWIDE

40% North America
18% Asia Pacific (Greater China, Southeast Asia, Australia/New Zealand)
33% EIMEA (Europe, India, Middle East, Africa)
9% Latin America

A Great Place to Work

At H.B. Fuller, we are on a mission to be the best adhesives company in the world and a great place to work for our employees. We have a clear view of who we are, where we want to go and how we will get there. All employees from the production floor to the C-suite know what our company’s strategic commitments, or “blue chips,” are and what they can personally do to deliver on them.

We also embrace a shared set of values that direct the way we operate and express our fundamental beliefs about how we will achieve success.

OUR BELIEFS

The Spirit of Winning
We choose to excel, delivering outstanding offerings to our customers and superior results for our shareholders. We bring passion and creativity to our work and innovation to our products and processes.

The Power of Collaboration
We recognize the power of diverse opinions and engage our global team to enrich outcomes for our customers, and to transform and energize our organization. Our approach is one of partnership, built on honesty, responsibility and respect.

The Essence of Courage
We prize leadership, and strive to empower our organization – and ourselves – to be more than we are. We act with integrity; do the right thing at all times; take educated, thoughtful risks; and hold ourselves accountable for our actions and decisions.

THE VOICE OF OUR EMPLOYEES: 2014 EMPLOYEE ENGAGEMENT SURVEY

Employee feedback gives us critical insights into how we’re doing, how engaged our employees are in their work and the company’s strategy, and what we need to improve in order to succeed. Knowing this information allows us to take action. In addition to having an open-door policy of communication, every 18-24 months, we conduct a formal employee engagement survey, administrated by an independent partner.

We conducted an employee engagement survey in 2014, and 85 percent of our employees responded. We are committed to using this feedback to strengthen our organization and to ensure our employees have the tools, training and resources they need to do their very best.

PROVIDING A HEALTHY AND SAFE WORKPLACE

At H.B. Fuller, we have a saying: “Nothing we do is worth getting hurt for.” And we mean it. Our safety goals and results reflect this. The Bureau of Labor Statistics Adhesive Industry Recordable Injury Incidence Rate is 2.0, and for the last four years, our rate has been below 1.0. In 2014, alone, it was .69. And, for the past four years, we have received the Governor’s Meritorious Safety Award from the Minnesota Safety Council, which recognizes employers for excellence in safety.

INJURY RATES

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<tr>
<td>Recordable Injury Rate</td>
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<td>0.8</td>
<td>0.5</td>
<td>0.69</td>
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<tr>
<td>Lost Workday Injury Rate</td>
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<td>0.3</td>
<td>0.2</td>
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Fostering Growth Through Training and Development

Our vision to be the best adhesives company in the world hinges on the success of our people.

In 2014, our employees completed 63,546 hours of training in 44 countries. They attended classes and workshops designed to improve skills and build knowledge in business acumen, operational excellence, management, safety practices, ethics and more.

Training on SAP® was a priority last year. To prepare for the rollout of our new ERP system – which changed how many employees conducted their day-to-day work – we provided training on the impact and importance of SAP, as well as on specific job responsibilities. It was a tremendous effort. More than 860 end users completed training on 59 job roles, logging a total of approximately 19,525 hours.

As a company, we are always striving to reach a higher level of success, and we expect the same of our employees. We also know professional growth means different things to different people.

Our employee development process ensures all employees set clear performance goals that align with organizational goals and objectives. It also is flexible and includes two paths: individual development planning, which is expected of all employees, and career development planning, which is for employees who want to take professional growth to the next level.

We believe it’s important to motivate our employees to model key competencies, characteristics and behaviors that will help drive H.B Fuller’s success.

SAP® is a registered trademark of SAP AG in Germany and in several other countries.

Recognizing Employee Achievements

Our employee recognition program helps to ensure we make celebrating our employees’ successes an everyday practice. The program gives employees the opportunity to acknowledge individuals and teams they think are contributing at a high level. All award recipients must demonstrate a commitment to our beliefs, but each of the three awards given in the employee recognition program represent a distinct level of impact to the company.

The Spirit Award recognizes exceptional work that contributes to our growth. The Power Award recognizes work that delivers a significant positive financial impact or achieves a high-impact accomplishment that is aligned with the company’s business goals. And, the Essence Award, our highest level of employee recognition, is designed to recognize individuals and teams who deliver game-changing results in one of our strategic imperative categories: Innovation, Globality, Customer Intimacy, Profitable Growth and Operational Excellence. It acknowledges those who make high-impact contributions to our company. In 2014, 525 employees received one of these awards.

2014 Essence Award Winner

Felix Mai, automotive technical section manager, based in Mannheim, Germany, is the embodiment of our beliefs. His creativity, drive and commitment to deliver game-changing solutions enabled H.B. Fuller to qualify a new adhesive film technology and win with one of the world’s most innovative companies and an important customer. He demonstrated superior technical knowledge, business acumen and customer intimacy, and the net result was millions of dollars in profitable sales in 2014.