H.B. Fuller | Connecting what matters.™

# SUSTAINABILITY REPORT 2025

www.hbfuller.com

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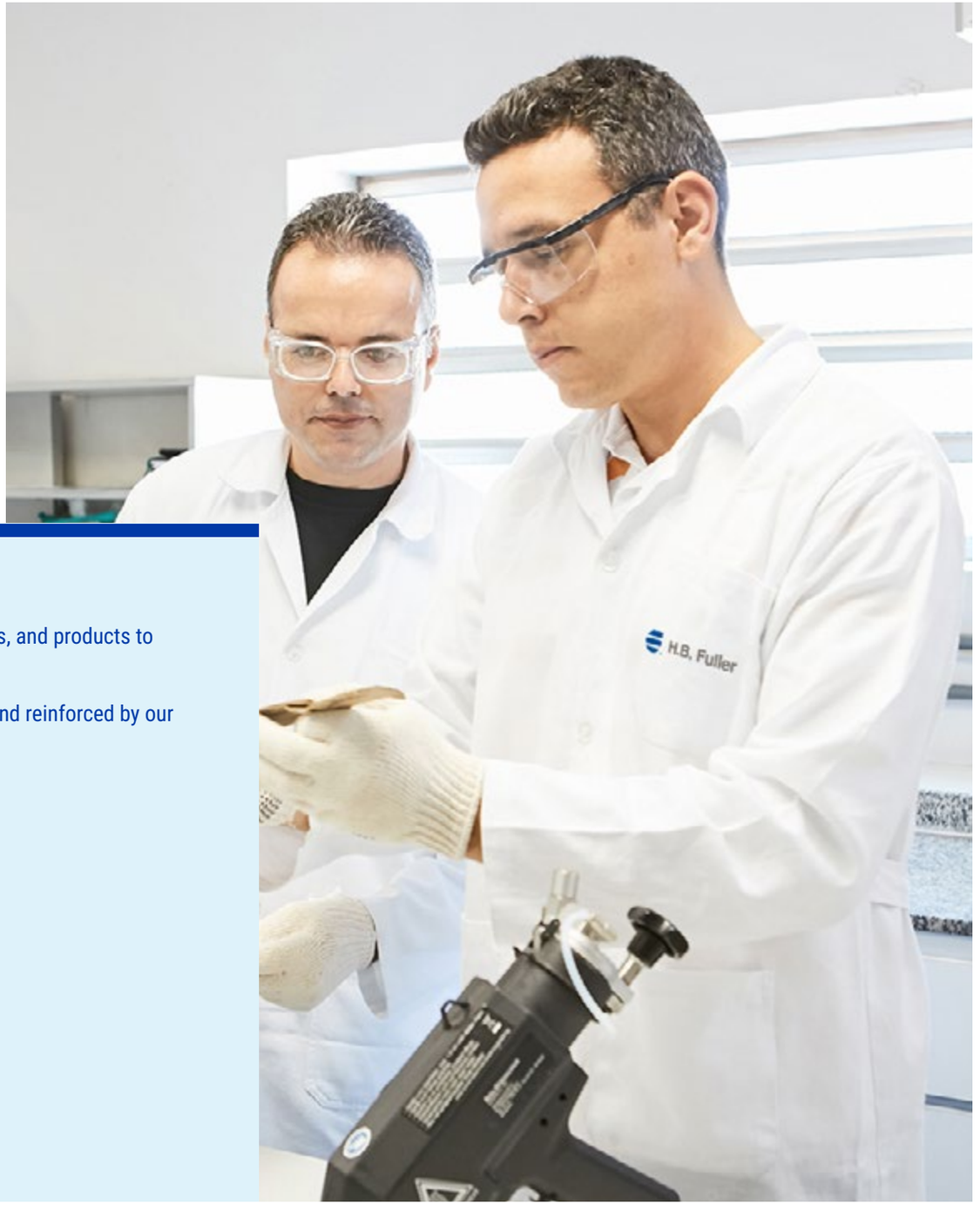
# ABOUT

# About H.B. Fuller

**H.B. Fuller is the largest pureplay adhesives company in the world. Our innovative functional coatings, adhesives, and sealants are an integral part of nearly every kind of finished good in the marketplace—from electronic devices and building materials to packaging, medical equipment, and filters. With locations around the world, we are a destination for world-class talent, solving some of the world's toughest challenges. From electric vehicles to green buildings and sustainable packaging, our products enable innovations that improve the way people live.**




## H.B. FULLER'S WINNING FORMULA

**Our Mission: Connecting What Matters.** We bring together people, processes, and products to purposefully solve the world's biggest challenges.

To deliver on our mission, we sustain a culture characterized by our values and reinforced by our strengths as a global team.

**Our Values:**

- Spirit of winning
- Power of collaboration
- Essence of courage

**Our Strengths:**

- Customer focus
- Innovative problem solving
- Market expertise and experience
- Global collaboration
- Broad technology platform

# Letter From Our CEO

At H.B. Fuller, progress has never come from standing still. For nearly 140 years, we have earned our place by stepping into complexity—working shoulder to shoulder with customers, leaning on the strength of our global teams, and applying innovation where it matters most. That tradition continues today as sustainability becomes not just an expectation, but a defining force shaping how we operate, compete, and grow.

Our mission—**Connecting What Matters**—is not a slogan. It is a practical mindset that shows up in our labs, our plants, our communities, and our partnerships every day. It guides how we invest, how we innovate, and how we hold ourselves accountable for creating long-term value—for our customers, our shareholders, and the people who rely on our products.

## *Our people make the difference*

Everything we achieve starts with our people. Across more than 40 countries, H.B. Fuller employees bring deep expertise, curiosity, and a genuine willingness to collaborate. They solve problems that don't come with an instruction manual—and they do it with integrity and care for one another.

That's why we are intentional about building a workplace where people feel heard, supported, and encouraged to grow. In 2025, we achieved a remarkable 90% aggregate participation rate in our Employee Voice survey and earned scores that place H.B. Fuller in the top 25% of manufacturing companies for engagement and transformation and change. These results reflect not only the dedication of our 7,100 employees, but also the trust they place in us to listen, learn, and act.

## *Service strengthens our communities and culture*

Our responsibility does not end at the doors of our facilities. In 2025, we launched **Fuller Impact**, bringing together our philanthropic giving and community engagement under a single global platform. The result is a clearer focus on the issues where we can make the greatest difference—Science, Technology, Engineering and Math (STEM) education, youth leadership development, and global citizenship—and stronger opportunities for employees to contribute their time and talents in communities around the world.

Whether through volunteering, mentoring, or nonprofit board service, our employees are deeply engaged in the communities where they live and work. Those efforts reflect something fundamental about who we are: a company built on relationships, service, and the knowledge that success is more meaningful when it is shared.

## *Innovation with purpose*

Customers are increasingly counting on H.B. Fuller to help them meet their sustainability goals without compromising performance. Our teams are responding with focus and urgency. Today, **nearly 60% of our new product development is aimed at improving the sustainability profile of customers' end products**—from solutions that support recyclable packaging and lighter weight designs to technologies that reduce waste, energy use, and emissions across value chains.

This work is not theoretical. It is happening now—in our building adhesive solutions that enable energy efficient structures, our hygiene adhesives that deliver performance with less material, and our innovations supporting electric mobility, clean energy, and advanced manufacturing.

Sustainability, when done well, is a driver of growth and differentiation—and we are embedding it where it has the greatest impact.

## *Setting targets and delivering results*

In 2026, we are taking an important step forward by resetting our sustainability targets, which are aligned with our business strategy, customer expectations, and evolving global standards. These goals reinforce our commitment to reducing greenhouse gas emissions, conserving water and materials, increasing recycling, and engaging more deeply with our supply chain partners.

We approach these commitments the same way we approach any strategic priority: with discipline, transparency, and accountability. Progress matters. Results matter. And we will continue to measure ourselves—and report openly—on how well we deliver.

## *Looking ahead*

I am proud of the progress reflected in this report, and even more proud of the people behind it. They are the reason H.B. Fuller continues to evolve, even after nearly 140 years. As we look ahead, our focus remains clear: operate with integrity, invest in our people, innovate with purpose, and grow responsibly.

That is how we will continue to connect what matters—today and for the future.

**Celeste Mastin**
President and Chief Executive Officer
H.B. Fuller Company

# At a Glance

**3** global business units serving

**17,000**

CUSTOMERS

in **30+** markets

**135+**

years of history

**$3.5B**

in 2025 revenue

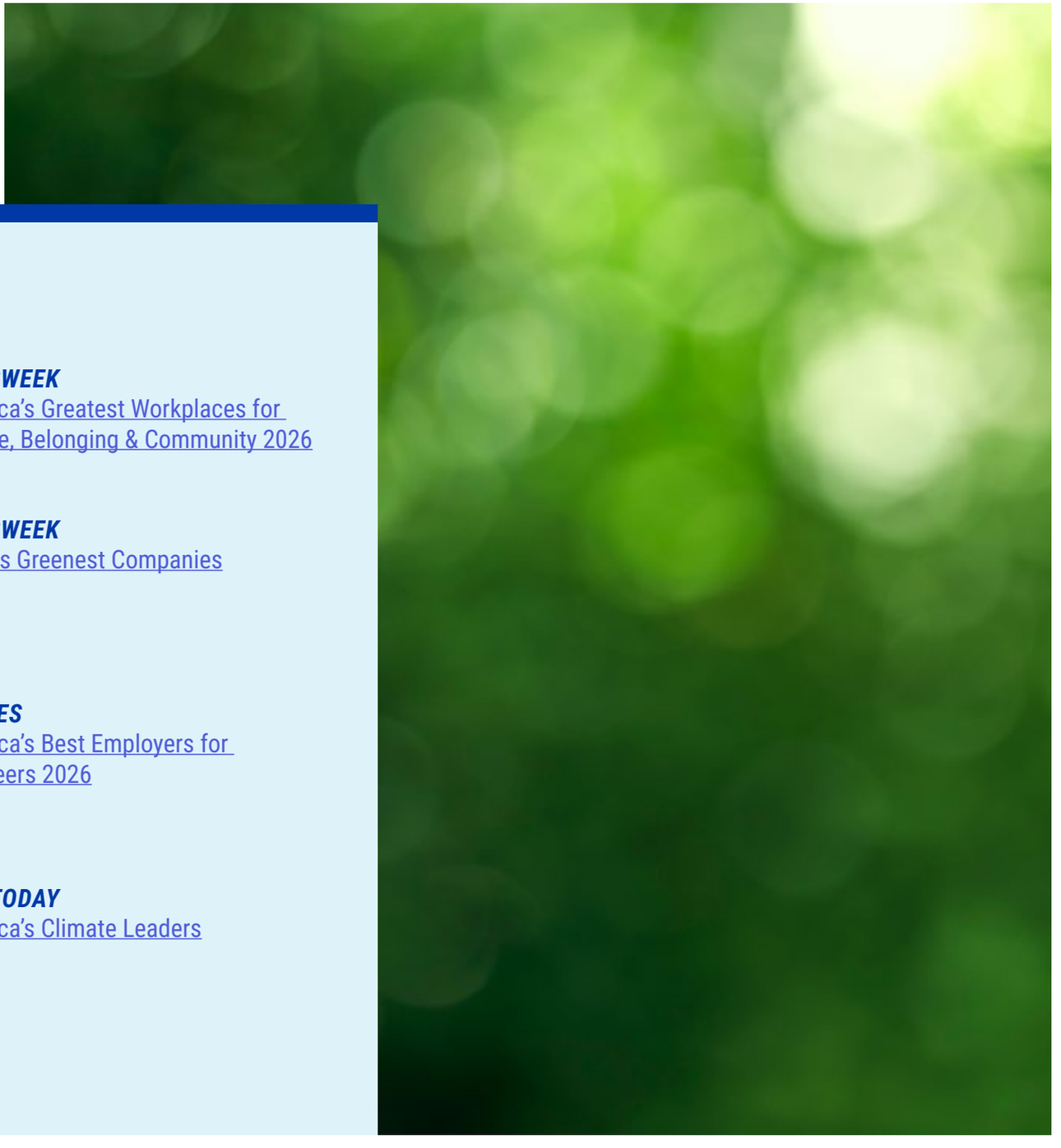
**7,100+**

employees

**45,000+**

SKUs

# Awards and Recognition



***FORBES***
America's Best Midsize Employers

***NEWSWEEK***
America's Greatest Workplaces for Culture, Belonging & Community 2026

***FORBES***
America's Best Workplaces for Women

***NEWSWEEK***
World's Greenest Companies

***FORBES***
America's Best Employers for Company Culture

***FORBES***
America's Best Employers for Engineers 2026

***NEWSWEEK***
America's Most Admired Workplaces for 2026

***USA TODAY***
America's Climate Leaders

# Commitment to Sustainability

**At H. B. Fuller, sustainability is a strategic imperative—embedded in our culture, innovation, and operations to benefit our people, products, and planet. Through our global reach, collaborative culture, market segment expertise, and entrepreneurial spirit, we develop innovative adhesive solutions and adopt responsible practices that preserve the natural environment and build stronger, healthier communities around the world.**

A family of ducks at the Willow Lake Nature Preserve at H.B. Fuller headquarters in Minnesota. Photo credit: Chao Wang

***Our People:*** Through our shared commitment to Connecting What Matters—for one another, our customers, and global communities—we have built an inclusive and collaborative culture that continuously attracts and motivates high-performing employees. We empower and enable their individual growth and wellbeing by offering continuous learning opportunities, investing in programs that recognize and reward their contributions, and actively supporting employees' efforts to improve local communities by volunteering their time and sharing their talents.

***Our Products:*** Our adhesive solutions, pervasive in people's lives, are at the heart of our sustainability efforts. Capitalizing on our nearly 140-year history of innovation, we deliver tailored solutions that enable our customers to bring world-changing advancements to everyday products and improve the way people live. Today, nearly 60% of H.B. Fuller's new product development projects are focused on increasing the sustainability of our customers' end products.

***Our Planet:*** We focus on optimizing our facilities and processes to improve efficiency and reduce environmental impact. We strive to reduce our emissions and water demand, limit our use of natural resources, and minimize the waste we create. In keeping with our commitment to protect our planet—and to hold ourselves accountable to meaningful progress across our operations and product portfolio—we are resetting our sustainability targets to align with evolving global regulatory standards and guidelines, support our expected business growth, and enhance our transparency. These targets are expected to support reductions from our 2024 baseline by providing a structured framework to guide decision making, prioritize initiatives, and monitor performance related to absolute greenhouse gas (GHG) emissions, manufacturing waste intensity, absolute water demand, and waste recycling.

## CELEBRATING OUR FIRST ANNUAL SUSTAINABILITY WEEK

In June 2025, H.B. Fuller hosted its first-ever global Sustainability Week—designed to build knowledge and spark conversations about sustainability across every corner of our company. Over four days, thousands of colleagues around the world joined interactive sessions that explored sustainability from multiple angles, including:

- An Employee Networking Group (ENG) discussion about what it means to be an ally in an inclusive workplace
- A conversation with H.B. Fuller research and development (R&D) leaders highlighting new adhesive technologies that reduce carbon emissions, cut waste, and support a more circular economy
- A new training module on greenwashing featuring practical tools to recognize misleading claims and communicate responsibly about sustainability

# GOVERNANCE

# Governance

**H.B. Fuller has a long history of doing business with integrity and innovating responsibly. For nearly 140 years, we have created and sustained a strong company culture, implemented policies, and adhered to practices that provide clear guidelines for high-integrity business decisions and behaviors.**

We strive to observe the letter and spirit of all laws and regulations applicable to the conduct of our business. This commitment extends to international principles and standards that uphold human rights and equality in the workplace. We ensure employees follow an ethical path by setting and communicating high-compliance standards.

Each year, all employees, officers, and directors of the company are required to certify that they have read, understood, and will comply with our Code of Business Conduct. Employees who observe or suspect unethical or illegal behaviors are directed to report their concerns through access to various resources that ensure anonymity and confidentiality.

We also take seriously our responsibility to protect the privacy of the personal data we collect and understand the importance of trust and transparency in our use of this data. We are committed to safeguarding confidential information, data privacy, and information security.

## BOARD COMPOSITION & LEADERSHIP (AS OF NOVEMBER 29, 2025)*

**50%**

***Female directors***

***7*** of 8

***Independent directors***

***Diverse representation*** of skills and competencies

Separate CEO and Board Chair roles

## REPORTING & SHAREHOLDERS' RIGHTS

***Public reporting*** of financial results and long-term goals

The Board of Directors ***annually evaluates the Chair's and CEO's performance*** and senior leadership succession plans

***Shareholders can nominate directors***, vote (one-share), and call special meetings

## COMPLIANCE & BUSINESS CONDUCT TRAINING

**97%**

Completion rate of ***Compliance and Business Conduct Training***

Code of Business Conduct available in

***11***

***languages***

***55,000***

hours logged by employees in our ***Global Learning Center platform***

*The 2025 Sustainability Report focuses on activities and initiatives that were initiated and completed in the fiscal year that ended Nov. 29, 2025.

# Ethical Culture and Core Policies

Our commitment to ethics, human rights, and corporate governance drives our actions and builds a foundation of trust. We continue to strengthen our commitment to human rights by enhancing controls, supplier oversight, and due diligence processes to prevent modern slavery across our global operations and supply chain. We reinforce expectations through our procurement practices, supplier resources, and employee training, while ongoing assessments and audits support improved risk identification and consistent responsible sourcing practices worldwide. Alongside our centralized Ethics and Compliance team, we uphold our commitment to integrity by:

### *Maintaining and communicating core policies*

- Code of Business Conduct
- Confidential Information
- Fair Competition
- Law Policy Violation Reporting
- Alcohol and Drugs
- Conflict of Interest
- Fair Treatment
- Modern Slavery and Human Trafficking Statement
- Safeguarding Company Secrets
- Trading in Company Securities
- Antitrust and Competition
- Corrupt Practices
- Gifts and Entertainment
- Software Protection
- Complete and Accurate Records
- Environmental Health and Safety
- Global Records
- Trade Compliance

### *Empowering employees through training*

All employees, including executive officers, are annually required to complete online training related to:

- Key ethical, compliance, and legal issues that affect the company's daily business
- Our Code of Business Conduct, which is available in 11 languages, contains the company's key ethical, compliance, and behavioral expectations related to Harassment, Workplace Violence, Gifts and Entertainment, Conflicts of Interest, Health and Safety, Proprietary Information, Hotline Reporting and Investigations, and Ethical Leadership

To enhance employee knowledge and understanding of ethics and compliance, we recently evolved our legacy training to a more sophisticated risk-based approach, incorporating role-specific content and updated scenarios aligned with emerging regulatory, customer, and supply chain expectations. We also strengthened awareness of speaking-up expectations through targeted communications and leadership messaging focused on reinforcing non-retaliation and confidence in investigation processes.

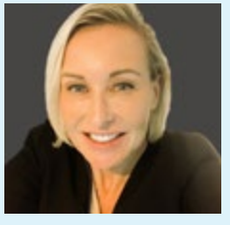
Our efforts resulted in global employee training completion rates of 97% in 2025, which is above the generally accepted benchmark of 90% for large organizations.

### *Providing resources that reinforce ethical behavior*

We empower employees to speak up safely if they experience, see, or become aware of any illegal, unethical, or inappropriate behavior, including any form of disrespect, harassment, or discrimination. We encourage them to seek advice from their manager, Human Resources, or our Law department, without fear of retaliation or retribution.

We also offer a secure ethics helpline, via phone or online, that is available to employees and the public 24/7 in the reporting individual's preferred language. Information may be shared anonymously, except where limited by local law. We take all concerns seriously and make sure all ethics incidents are investigated thoroughly and disciplined accordingly. We have deployed a mobile solution to allow employees to initiate ethics reports "on the go" by scanning a QR code from their smartphones. We also updated our program to align with the European Union (EU) Whistleblower Directive, which strives to ensure a high level of protection for persons reporting breaches of EU law.

### *TERESA BOOTH-OLIVEIRA, H.B. FULLER'S NEW GLOBAL DIRECTOR OF ETHICS AND COMPLIANCE*



Ethics and Compliance is foundational to H.B. Fuller's business and reputation. To ensure our programs continue to meet the highest global standards, we welcomed Teresa Booth-Oliveira, global director of Ethics and Compliance, to H.B. Fuller in 2025.

In her new role, Booth-Oliveira is focused on creating an Ethics and Compliance program that goes beyond checklists and reflects who we are as a company. She works to embed fairness, transparency, and integrity into everyday decisions so that "how we win" is always aligned with our values, wherever we operate.

*"When integrity is embedded in every decision, we create a company where people and ideas thrive," said Booth-Oliveira. "I want every employee to feel empowered and protected to speak up—knowing their voice matters and their integrity shapes our success."*

# Board Oversight

**As of November 29, 2025, the H.B. Fuller Board of Directors included eight members, four of whom are women. Seven Board members are independent.**

To enhance the Board's oversight of company strategy and performance, we maintain separate CEO and Board Chair roles, and three independent Board committees:

- Audit Committee
- Compensation Committee
- Corporate Governance and Nominating Committee

For a comprehensive overview of our Board's corporate governance practices, please refer to our 2026 Proxy Statement, Corporate Governance guidelines, and committee charters on our Investor Relations website.

The Corporate Governance and Nominating Committee considers director candidates in the context of the Board's overall composition, including whether the Board has an appropriate representation of professional experience, skills, knowledge, and variety of viewpoints and backgrounds given the company's current and expected future needs. Our directors have a balanced mix of tenure and deep executive-level global and domestic experience in financial services, manufacturing, agriculture, education, and industrial supplies. The Corporate Governance and Nominating Committee receives periodic updates from management on sustainability strategies and practices and ensures the right engagement with, and disclosures to, shareholders and other stakeholders.

H. B. Fuller's Sustainability Committee provides oversight of our sustainability strategy and initiatives. The Committee's work is monitored by the Board.

H.B. Fuller Board of Directors as of November 29, 2025, Back Row, L to R, Michael J. Happe, President and Chief Executive Officer, Winnebago Industries, Daniel L. Florness, Chief Executive Officer, Fastenal Company, Charles T. Lauber, Executive Vice President and Chief Financial Officer, A. O. Smith, Thomas W. Handley, Senior Advisor, Cascade Asset Management Company Front Row, L to R, Ruth S. Kimmelshue, former Corporate Senior Vice President, Animal Nutrition and Health, Cargill Inc., Celeste B. Mastin, President and Chief Executive Officer, H.B. Fuller Company, Teresa J. Rasmussen, President and Chief Executive Officer, Thrivent, Srilata (Sri) A. Zaheer, Elmer L. Andersen Chair in Global Corporate Social Responsibility, Carlson School of Management

# Leadership Engagement and Actions

### *Stakeholder Engagement*

Our management team and Board of Directors maintain a deep commitment to strong corporate governance. Engagement with, and accountability to, our stakeholders—including shareholders, employees, suppliers, and customers—are cornerstones of this commitment, leading management to seek feedback from and regularly converse with stakeholders throughout the year.

Our active shareholder engagement program facilitates open channels of communication and aims to foster relationships with our shareholders to drive sustainable, long-term growth and shareholder value. As part of this program, members of our management team meet with shareholders in-person, by phone or via video conferencing, to discuss strategy, performance, considerations related to environmental sustainability and social priorities, and other matters of shareholder interest.

To maintain a clear understanding of our employees' needs and ensure their voices are heard, we conduct employee surveys and encourage employees to share ideas and feedback through the many channels of communication we make available, including the H.B. Fuller intranet and a variety of global publications, quarterly Global CEO Huddle meetings, training, Environment, Health and Safety (EHS) Days and the company ethics helpline.

To build and strengthen relationships with suppliers, we conduct regular touchpoints that include top-to-top discussions, normal course-of-business interactions, informal visits, and formal audits. We also ask that suppliers complete a self-assessment survey every two years, and request specific information from them including quality management certifications. Supplier onboarding materials and contractual documents outline our minimum expectations for compliance with laws and regulations as well as expectations for environmental and social responsibility.

We engage with customers in a variety of ways and regularly invite their feedback through customer service interactions, sales alignment meetings, customer satisfaction surveys and audits, direct or online customer training via our Training Academy, product information and campaigns, trade shows, and market segment newsletters. Our expanded Experience Management data analytics program enables us to categorize feedback quickly into different segments, such as product-related, service-related, or market trends, and accelerates how we address stakeholder feedback and requirements across our marketing, sales and customer support tools. Leveraging a full suite of listening and measurement tools from Qualtrics$^{xm}$, H.B. Fuller can transform digital touchpoints, improve experiences across the customer journey, and increase revenue retention.

### *Sustainability Action Subcommittees*

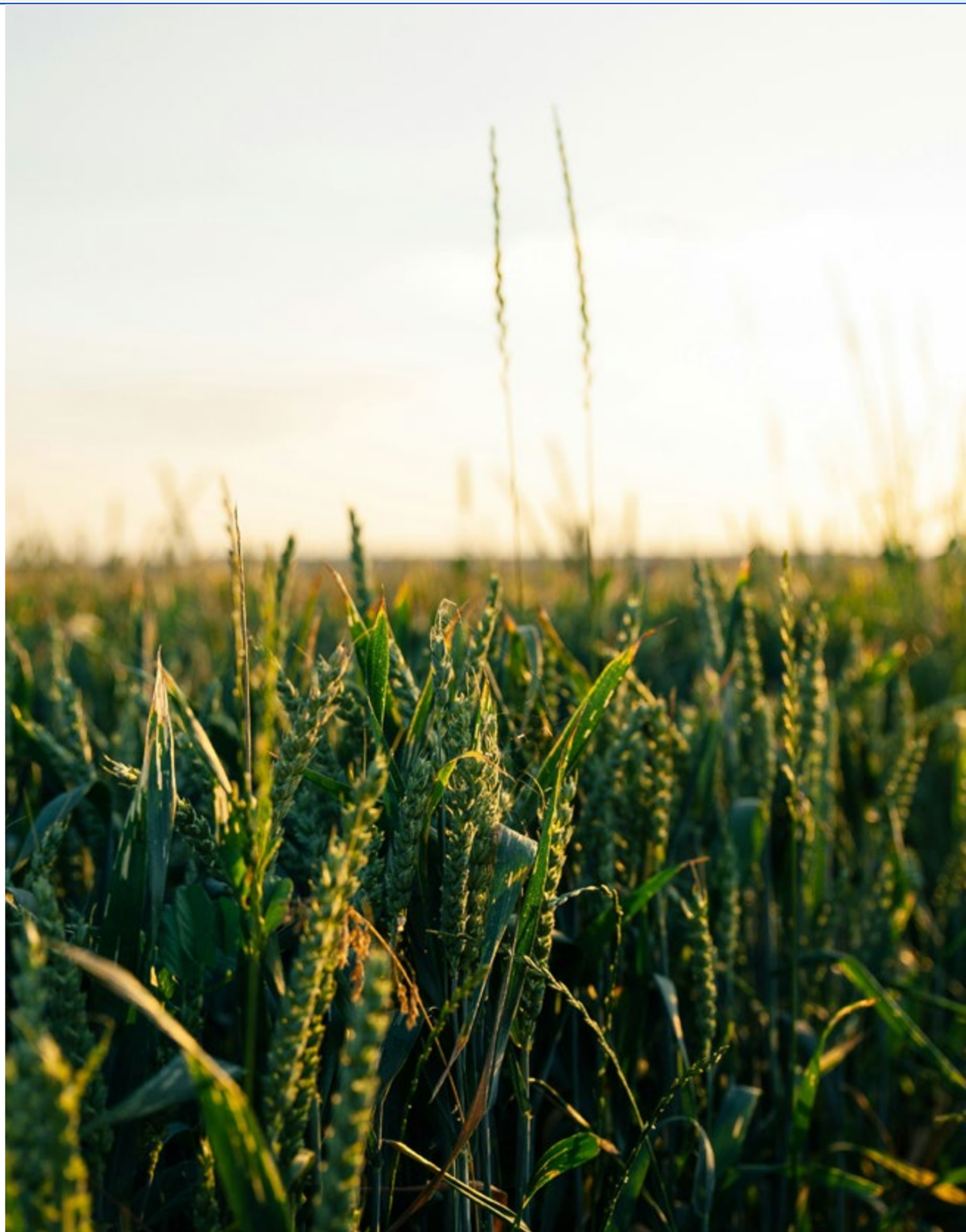
To engage more employees, foster deeper dialogue, and drive greater impact across our company, we operate five sustainability action subcommittees. In 2025, the Community Engagement and Corporate Governance subcommittees were formally absorbed into existing functions as employee awareness and participation increased. Separately, we operated three sustainability action subcommittees in partnership with the executive-led Sustainability Committee. They include:

- ***Responsible Supply Chain***, which focuses on our progress in measuring and reducing Scope 3 greenhouse gas emissions and suppliers' engagement
- ***Customer Enablement***, which optimizes collaboration across our three Global Business Units (GBUs) to streamline communication of sustainability information to customers and stay ahead of market trends
- ***Eco-efficient Operations***, which supports operational best-practice sharing across GBUs to ensure projects enabling sustainability and business value deliver progress against environmental goals

# Double Materiality Assessment

In 2025, we conducted a double materiality assessment that provided meaningful insights into stakeholder priorities related to sustainability and helped to advance our sustainability reporting and operations. As a result, we now have a better understanding of the material environmental, social and governance (ESG) impacts, risks and opportunities (IROs) associated with our business. This knowledge has enabled us to implement initiatives that effectively address our IROs and improve our disclosures, better positioning us to comply with the EU's Corporate Sustainability Reporting Directive, which requires reporting against the detailed European Sustainability Reporting Standards (the ESRS).

To gain further insight into the sustainability issues that matter most to our stakeholders and business, we will continue to gather and incorporate stakeholder input as we advance our sustainability initiatives.



# Compliance, Data Privacy, and Cybersecurity

**Led by H.B. Fuller's Information Technology team, we safeguard company and customer data through a comprehensive information security program that establishes and progresses enterprise goals related to acceptable data use, risk management, privacy, education and awareness, security incident management and reporting, security monitoring, and vulnerability identification. Our efforts include:**

### *Employee training*

All employees are expected to complete cybersecurity training twice per year.

- In 2025, we achieved 100% compliance among our office workers and extended training to include manufacturing employees.
- We conduct internal phishing exercises at least once a month to keep all employees aware of email-based threats.

### *Independent assessment and testing*

We continually improve and update our cybersecurity program, including independent program assessments with external experts, penetration testing, and scanning of our systems for vulnerabilities.

- We leverage artificial intelligence (AI) tools to monitor all network traffic for abnormal behavior, quickly detect malicious activity, and take immediate corrective actions. The strength of our controls and cybersecurity expertise is particularly important in protecting our new acquisitions from potential threats or attacks.
- In 2025, we expanded our vulnerability management program to include advanced external surface attack management.
- In 2026, we will complete an independent cybersecurity assessment of our existing controls and procedures to protect H.B. Fuller's customers, employees, and data.

### *Compliance*

Data privacy compliance is one of our Ethics and Compliance team's primary focus areas, and we are committed to meeting evolving requirements with a practical, standardized approach across countries, to the extent possible. To ensure this, our Data Privacy Governance Committee oversees privacy compliance initiatives and coordinates work globally.

- We remain steadfastly committed to complying with Europe's General Data Protection Regulation (GDPR) requirements as well as data regulations in other jurisdictions where we operate.
- In 2025, we expanded our Third-Party Risk Management program to assess the ongoing cybersecurity risk of our suppliers and vendors.
- In 2026, we will obtain additional industry cybersecurity certifications to validate our cybersecurity strategy.

### *Internal audit*

To assess the efficacy of our ethics resources and employee awareness of our Code of Business Conduct, our Internal Audit department, in collaboration with our Law and Ethics and Compliance teams, conducts confidential interviews with a representative sample of employees across functions, job grades, and locations.

# PEOPLE

# Our People

**Connecting What Matters starts with our uniquely collaborative culture, which is universally experienced by more than 7,100 employees across more than 40 countries.**

We invest in programs that empower, support, and promote the wellbeing of our employees around the world, so they stay and grow with H.B. Fuller. As we continue to grow through acquisitions, we also take deliberate steps to integrate employees from newly acquired companies into our culture, from onboarding and training to long-term mentoring and beyond. In fact, one in five members of our top leadership team are employees kept and promoted from acquired companies. By engaging new employees in their first weeks and months with our company, we increase retention, encourage global collaboration, and sustain our strong culture.

## *Listening To and Learning From Our Employees*

We believe the most effective teams are collaborative and represent a range of voices, experiences, and perspectives. Our actions are guided by our culture of respect and grounded in the principles of inclusion.

One of the ways we reinforce our culture is by keeping employees informed about company strategy, performance, innovations, and impact—and continuously inviting their input to improve their workplace experience. Our employee survey, Employee Voice, is designed to gather frequent feedback, generate real-time insights, and equip leaders throughout our company to take meaningful action and drive change. The pillars of the survey strategy include:

- **Inclusive and Comprehensive** — Available in 16 languages and covering a range of topics related to workplace experience and opportunities to improve it

- **Simple, Accessible, Real-time** — Conducted each year and distributed to all employees globally via email, Microsoft Teams and QR code posters, with results available to leaders immediately after survey close
- **Confidential, Actionable** — Results aggregated to ensure individual privacy, with a focus on constructive feedback and actions

In 2025, our aggregate employee participation rate in the survey was a remarkable 90%, and we earned scores that place us in the top 25% of manufacturing companies for engagement, inclusion, and transformation and change.

We received and responded to more than 40,000 comments from employees, helping us to drive change across the organization. These results reflect not only the dedication of our people, but also the trust they place in us to listen, learn, and act.

## *Turning Insights Into Action*

The Employee Voice survey gives every H.B. Fuller employee a platform to share what matters most, and feedback in recent surveys clearly indicated that employees want more meaningful support for mental health and overall wellbeing. They want programs that go beyond crisis support and provide real help for everyday challenges.

In response, H.B. Fuller's Benefits team worked closely with regional leaders to expand our Employee Assistance Program (EAP), a confidential, 24/7 resource for employees and their families, and to ensure that it meets local needs while remaining consistent across the organization. The program provides:

- Emotional support from trained clinicians for issues like anxiety, depression, grief, and relationship conflicts
- Work-life solutions including referrals for child and elder care, home repairs, pet care, and event planning
- Legal guidance with access to attorneys for help with family law, wills, and more
- Financial resources to assist with budgeting, retirement planning, taxes, mortgages, and debt management
- Online support through GuidanceResources®, offering articles, podcasts, videos, on-demand trainings, and "Ask the Expert" features

Building on previous program rollouts, we expanded the EAP to eight new countries in 2025: France, Germany, Switzerland, India, Egypt, Kenya, South Africa, and the United Arab Emirates. The expansion brings EAP support to employees in 18 countries and demonstrates the power of listening through our Employee Voice survey.

# Employee Voice Survey Results

**90%**

of employees participated in the Employee Voice Survey

**93%**

of managers took action to review their teams' results

**40K+**

comments submitted by survey participants

# Empowered Learning and Development

**We invest in an array of learning programs that help employees build new skills and shape meaningful career paths. In 2025 alone, 95 percent of our team members completed training in our Learning Center, logging more than 55,000 hours in total. All our development programs are designed to meet people where they are in their careers and offer guided learning, hands-on practice, and supportive coaching that opens doors to long-term success.**

- Through our **At Your Best** program, employees learn the purpose of shaping our workplace culture and their role in strengthening that culture. More than 2,800 employees have completed the program. Ongoing support through onboarding, HR systems, and regular communications ensures learning continues long after the initial training.
- We support people managers through our six-week **Building Management Skills** course, which blends training sessions, manager check-ins, and a meaningful capstone project to strengthen day-to-day leadership capabilities. Nearly 600 managers have completed the program over its 15-year history, and 96% say they feel better prepared to lead their teams as a result.
- Our **Academy for Business Leaders** (ABL) and **Academy for Manufacturing Leaders** (AML) provide cohort-based development that builds practical leadership capability in areas such as pricing, talent, and operational performance. New in 2025, the AML and ABL curriculum now includes an **EHS module** focused on safety leadership and reducing injuries. With most coursework delivered through flexible, self-paced modules and supported by coaches and expert facilitators, both programs are on track for cohort graduations in 2026.
- Our **Scientist Pathways Program** gives recent graduates and early-career scientists a focused, two-year rotation in our Corporate Analytical Lab, where they experience multiple technical areas and build a foundation for long-term growth at H.B. Fuller. The program helps participants explore different parts of the business, connect with experienced colleagues, and discover where they can make the greatest impact.
- Our **Supply Chain University** offers flexible online learning that strengthens supply-chain capability across the company. Its initial modules, available in seven languages, provide essential training that will expand over time to support greater speed, reliability, and efficiency in our global operations.

### *The Power of Mentoring*

Employee feedback consistently underscores how valuable mentorship is in building skills, expanding knowledge, and fostering meaningful personal and professional connections. These connections not only enhance our networks and relationships but also spark better ideas and drive stronger results.

To support cross-company learning and connection, we continue to enhance our global mentorship digital platform, which streamlines mentee and mentor registration, matching, scheduling, and more. Today, we offer three active programs—a global program open to all employees, a Cohort English Language Program, and a Cohort Senior Leader Advocate Program—which together have created nearly 400 mentorship pairings across the company.

# Culture of Inclusion

**Our 10-member Executive Committee is deeply committed to fostering a culture of belonging throughout our organization. Their values-driven leadership, promotion of programs and policies that encourage collaboration and respect, and support for employee resource groups, which we call Employee Networking Groups (ENGs), play an important role in building community within the company.**

These voluntary groups of employees with shared interests or life experiences come together for professional and personal development workshops, in-person and virtual networking activities, discussions with company leaders, university recruiting events and new hire onboarding. They also engage in community service projects.

Importantly, our ENGs are open to all employees and attract active participation from a broad representation of employees, demonstrating their commitment to learn about and build understanding of diverse perspectives, support one another, and reinforce our inclusive and respectful company culture.

Our ENGs include Next Generation Professionals (NGP), Black Employee Network (BEN), Women@Fuller (W@F), the Pan Asian Networking Group, and our newest ENG, Pride in FUL, created to promote awareness and acceptance of the LGBTQ+ community. Women in Sales is a subgroup of Women@Fuller that is open to anyone interested in sales, with most members in sales, marketing or customer service. The group provides networking opportunities, mentorship, and education resources.

# Recognizing Employee Excellence: Spirit, Power, and Essence Awards

At H.B. Fuller, the spirit of winning, the power of collaboration, and the essence of courage define our company culture. Our global recognition program reinforces behaviors consistent with these values. Employees can nominate individual colleagues or entire teams for Spirit and Power Awards to recognize actions that go above and beyond day-to-day responsibilities to drive results.

Once each year, we bestow the Essence Award, our highest level of recognition for employees who demonstrate exceptional leadership and game-changing results.

Through HBF Recognize, we also share and celebrate employees' years of service to the company. Different forms of appreciation are offered in different countries to reflect local preferences and cultures.

Norbert Lash accepts the 2025 Essence Award. Photo credit: Michelle Kryzer

# Health, Safety, and Quality

H.B. Fuller recognizes its responsibility to protect the health and safety of employees while minimizing environmental impacts and supporting the wellbeing of the communities where we operate. We focus on safety leadership as a value, understanding risk and compliance obligations, and building strong management systems at all our sites, including our newly acquired businesses.

All employees are empowered to drive actions that ensure we maintain a "safety always" culture. We expect all employees to comply with company safety policies and government and industry regulations, maintain all equipment and facilities to expected standards, keep accurate and current records of inspections, audits and incidents, and immediately report hazardous situations, potential chemical exposures, illnesses, and injuries.

According to U.S. Bureau of Labor Statistics data, **H.B. Fuller's safety record is nearly three times better than the average total recordable incident rate (TRIR) of the industries in which we operate. H.B. Fuller's lost-time rate is also nearly five times better than the industry average.** We had no work-related fatalities in 2025.

Our goals and actions are based on a comprehensive, integrated management system for EHS and quality. Our advanced technology, tools, and training, including the use of Benchmark Gensuite®, allow H.B. Fuller facilities around the world to better manage workplace safety, legal, and regulatory requirements for our global operations.

Throughout the year, we host Process Hazards Analysis (PHA) workshops for EHS, Operations and Engineering professionals in different H.B. Fuller facilities around the world. The primary purpose of these workshops is to teach risk assessment skills that are used to identify potential risks and actions that will reduce that risk. By proactively expanding our employees' knowledge of possible process hazards, we reduce the likelihood and severity of incidents.

Employees at H.B. Fuller's Rionegro, Colombia, plant

# Community Impact

**Driving meaningful social impact requires intentional investment in people, partnerships, and community-led solutions. In 2025, we introduced Fuller Impact, our global platform for advancing social good through strategic investments and community engagement. Our focus on STEM education, youth leadership development, and global citizenship reflects who we are as a company and our areas of expertise.**

We awarded $1.3 million in FY2025 to more than 370 organizations working to create positive change, and more than 1,435 employees across 20 countries amplified that impact by contributing 4,891 volunteer hours.

## *Community Engagement Programs*

### Matching Gifts & Matching Time

Our Matching Gifts & Matching Time Program empowers full-time U.S.-based employees to request a dollar-for-dollar match, up to $500 USD, for personal donations or a financial match for their recorded and approved volunteer hours.

### Signature Company Events

Through Fuller Impact Month, a month-long global volunteer initiative, and other signature company events throughout the year, we provide ample opportunities for employees to volunteer and strengthen local communities.

### Community Affairs Councils

Community Affairs Councils (CACs) are site- and region-based employee groups that plan and coordinate local community efforts. They connect H.B. Fuller employees with local causes and bring our mission to life in local communities around the world through activities such as:

- Supply drives to collect tools for young learners
- Career panels and mentorships to inspire future leaders
- Volunteer days to support local causes

CACs are supported by H.B. Fuller's Community Affairs team and the H.B. Fuller Company Foundation, which provide resources, guidance, and funding to maximize the impact of our CACs.

### Executive Board Service Program

The Fuller Impact Executive Board Service Program highlights H.B. Fuller's belief in leadership through service. We support this work by offering grants and sponsorships to nonprofit organizations that have H.B. Fuller leaders on their boards. By supporting executive-level employees who engage in nonprofit board leadership, we deepen our community impact, extend our values beyond the workplace, and honor the importance of civic responsibility.

## *Global Grantmaking*

Fuller Impact Global Grantmaking focuses on strategic investments in STEM education and youth leadership development, reflecting our commitment to nurturing the next generation of leaders and problem solvers.

> Fuller Impact is about amplifying the good we can do in the world. It's a reflection of how our global reach, innovative spirit, and deep partnerships come together to create lasting change—empowering global communities, inspiring purpose-driven careers, and Connecting What Matters.
>
> **Sarah Neunsinger**
> Executive Director
> H.B. Fuller Company Foundation

### CONNECTING PEOPLE, DELIVERING IMPACT

BestPrep is a 50-year-old, Minnesota-based nonprofit that provides students in grades 4-12 with educational, hands-on experiences that build business and financial literacy skills. By partnering with companies to bridge the gap between classroom learning and workplace application, BestPrep ensures students are college-prepared and career-bound.

Craig Peterson, a technical specialist at H.B. Fuller, has volunteered at BestPrep for almost five years. A former recipient of H.B. Fuller's Volunteer of the Year Award, Peterson travels to local schools to help students prepare for real-life job interviews and offers career advice.

*"The best part of volunteering with BestPrep is seeing students gain confidence in themselves," Peterson said. "Whether it is helping them sharpen their interview skills or offering career advice, I am grateful for the chance to pay it forward. It's incredibly rewarding to know that volunteering just a few hours a month can have a lasting impact."*

# PRODUCTS

# Our Products

**Sustainability is one of the most powerful forces shaping the way modern products are designed. For H.B. Fuller, it's the foundation of how we innovate. It guides the choices we make, the technologies in which we invest, and the value we create for customers.**

In fact, **nearly 60% of our new product development directly enhances the sustainability profile of our customers' end products**, from recyclable and repulpable packaging solutions to energy-efficient, lower-temperature adhesives and high-mileage formulations. Meeting these needs isn't just good for the planet; it's a clear competitive advantage that fuels growth and deepens customer loyalty.

With 35 technology centers strategically located across the globe, we work side-by-side with customers across high-growth markets like mobility, electronics, medical, and insulating glass. More than 50% of our SKUs are tailored for individual customers, reflecting the depth of our technical expertise and our commitment to collaboration.

This strong foundation of customer-driven innovation is reflected not only in our day-to-day partnerships but also in the breakthroughs that our customers bring to market. Each year, we celebrate those advancements with our Customer Innovation Awards. In 2025, CMC Packaging Automation, Georgia-Pacific, Changzhou Xingyu, and MITER Brands were among those recognized.

By combining deep technical expertise, forward-looking investments, and a collaborative approach, we're turning sustainability into a powerful source of competitive advantage.

# Building Sustainably

Environmental impact, resource conservation, occupant health, climate resilience, and cost considerations are driving a worldwide shift in sustainable building development and increasing pressure to reduce the environmental footprint of buildings. H.B. Fuller's Building Adhesive Solutions (BAS) GBU plays a key role in addressing this market demand and advancing sustainable construction, particularly in the areas of roofing and insulating glass systems.

Our Millennium PG-1 EF $ECO_2$ exemplifies this commitment through innovation that delivers tangible sustainability benefits. As the first commercial roofing adhesive powered by H.B. Fuller's patented $ECO_2$ Driven™ propellant technology, it replaces traditional high GWP (Global Warming Potential) propellants with naturally occurring atmospheric gases, significantly lowering environmental impact while maintaining high performance adhesion. Its equipment free, canister-based system improves installation efficiency, reduces material waste, and supports recyclability, while eliminating thermal bridging and enhancing wind uplift resistance.

### *REDEFINING INSULATING GLASS SYSTEM PERFORMANCE*

BAS provides a broad range of products and materials used in insulating glass units, including primary and secondary sealants, warm edge spacers, and structural glazing solutions designed to support durability and reliability in a variety of applications.

With our Ködispace® 4SG® insulating glass technology, a reactive thermoplastic spacer used in high-performance insulating glass, H.B. Fuller is redefining the window spacer market, in particular.

By integrating the spacer, desiccant, and primary sealant into a single component, the Ködispace® 4SG® system provides increased durability and improved stress distribution, minimizing failures and extending service life. Independent testing shows that it retains 93% or more argon gas after 10 weathering cycles—approximately double the industry standard—highlighting its potential to contribute to improved energy performance in building envelopes.

Ködispace® 4SG® is also a critical component in thin triple insulating glass units, providing enhanced thermal efficiency, improved insulation, and heat loss reduction, keeping indoor spaces cool in the summer and warm in the winter.

# Enabling Consumer Product Sustainability

Consumer interest in eco-friendly products is reshaping the hygiene industry. As a result, many hygiene brands are turning to cotton and other natural fibers to create fresh, planet-friendly solutions. The challenge? Natural materials such as cotton and viscose expand when wet, putting more stress on the adhesive bond and leading to lower bonding performance.

To address this issue, H.B. Fuller developed a series of advanced adhesive technologies that enable manufacturers to develop thinner, lighter, and more sustainable hygiene products while reducing adhesive usage.

### *INNOVATIVE ADHESIVE UNLOCKS SOFTER, MORE SUSTAINABLE HYGIENE DESIGNS*

Full-Care® 5887 Xtra is H.B. Fuller's newest adhesive solution—engineered for today's softer, more sustainable hygiene materials. Moisture-absorbing fabrics have long been difficult to bond, but Full-Care® 5887 Xtra breaks through that challenge, enabling gentler, eco-friendlier designs without compromising performance.

Even in wet conditions, it delivers strong adhesion, allowing manufacturers to reduce adhesive usage by up to 20% while keeping products secure and comfortable. This supports industry goals around resource efficiency, waste reduction, and responsible product design.

Our Full-Care® 6550 positioning adhesive also enables up to 20% adhesive reduction in feminine hygiene pads while maintaining strong adhesion and reliable stay-in-place performance. It delivers powerful adhesion on cotton and microfiber fabrics, even under humid or wet conditions, helping prevent pad shifting and bunching. The adhesive also offers low application temperature opportunities, reducing energy use, easing machine stress, and improving operational cleanliness and efficiency. By helping manufacturers reduce material usage, optimize operational efficiency, and enhance product reliability across different fabric types and usage conditions, Full-Care® 6550 supports both sustainability goals and improved consumer satisfaction and brand loyalty.

# Driving Sustainable Change

**As cities and transit agencies shift to cleaner transportation, manufacturers are striving to deliver electric vehicles (EVs) that are reliable and safe, while reducing emissions. At the same time, improvements in battery energy density and thermal management are making electric buses (eBuses) the new standard in public transit.**

H.B. Fuller's solutions help reduce emissions and support the rapid adoption of next-generation automotive technologies, positioning the company at the forefront of the bus manufacturing industry's evolution. Our adhesive and sealant technologies enable every stage of production—from battery assembly to interior finishes and exterior graphics.

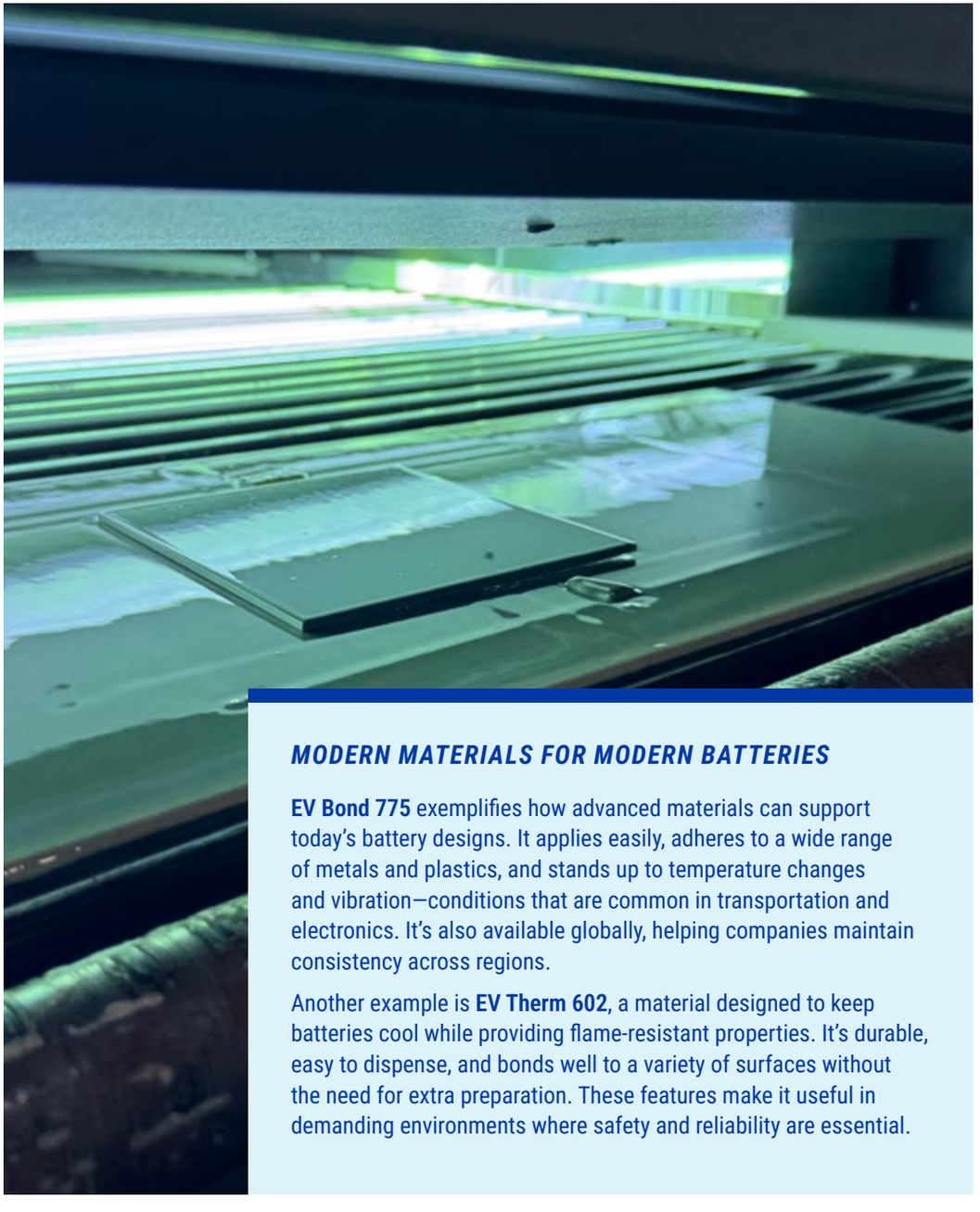
Our innovations are also empowering bus manufacturers to explore new windshield designs and technologies that meet stringent bonding requirements. These solutions help them build buses faster, reduce supply chain risks, and advance their mission to make the world cleaner and healthier.

# Powering Clean Energy

Modern batteries must be lighter, safer, more durable, and more sustainable than ever before. Meeting these demands requires advanced materials and close collaboration. H.B. Fuller's clean energy solutions are engineered to strengthen battery assemblies, protect against moisture, manage heat, and help reduce fire risk, including:

- **EV Bond** — Enhances battery pack strength and stability
- **EV Seal** — Protects enclosures from moisture ingress
- **EV Protect** — Adds flame resistant safety barriers
- **EV Therm** — Improves thermal management and performance

From electric vehicles to renewable energy storage, batteries sit at the heart of a more sustainable future. By developing materials that support safety, efficiency, and performance, H.B. Fuller is helping advance the next generation of clean energy technologies—one innovation at a time.



### *MODERN MATERIALS FOR MODERN BATTERIES*

**EV Bond 775** exemplifies how advanced materials can support today's battery designs. It applies easily, adheres to a wide range of metals and plastics, and stands up to temperature changes and vibration—conditions that are common in transportation and electronics. It's also available globally, helping companies maintain consistency across regions.

Another example is **EV Therm 602**, a material designed to keep batteries cool while providing flame-resistant properties. It's durable, easy to dispense, and bonds well to a variety of surfaces without the need for extra preparation. These features make it useful in demanding environments where safety and reliability are essential.

# Enhancing Supply Chain Sustainability

**Our impact grows when we work alongside partners who seek to build a more sustainable world. This tenet guides how we engage with our supply chain and sourcing partners and shapes the expectations we set from the very start.**

We establish a clear, shared understanding of what responsible sourcing means at H.B. Fuller. In addition, every supplier is expected to have a policy and/or practices in place to reduce their own environmental impact.

To reinforce these expectations, H.B. Fuller conducts a Supplier Self-Assessment Survey every two years, which covers supplier quality systems and certifications, including ISO 14001 certification for environmental management, and business practices related to safety, responsibility, and sustainability. The results from this survey feed into our supplier risk assessment process, allowing us to ascertain whether our partners meet the standards required to support our long-term environmental strategy.

We also continue to invest in sustainability training for our Global Sourcing team to build the internal capabilities necessary to advance sustainability goals in our supply chain. More than three quarters of our Sourcing team has completed the training, which covers evolving sustainability trends within select industries, sustainability terminology and its correct use, our company's sustainability goals and progress, sustainability roles and responsibilities within the company, and governance and workplace policies.

Employees discuss operations at our facility in Rionegro, Colombia, where the company makes hot melt and water-based adhesives for the hygiene and nonwoven industries.

# PLANET

# Our Planet

**Sustainability is core to how H.B. Fuller innovates, competes, and creates long-term value. It is an integral part of our business strategy and shapes product development, manufacturing practices, and customer partnerships. Across operations, our teams are focused on improving energy and water efficiency, reducing waste, and limiting natural resource use. Employees play an active role in this effort, sharing accountability for progress and contributing ideas that improve environmental performance.**

The end of 2025 marked the close of a 10-year environmental reporting cycle—a milestone that reflected steady progress and deep organizational learning. We achieved our goals for reducing water and waste intensity, demonstrating effective resource management and disciplined execution across global operations. We also gained valuable insights and strengthened our data quality for energy use and greenhouse gas emissions even though we fell short of those goals.

Building on a decade of progress, we are resetting our sustainability targets which are both meaningful and science-based. Using 2024 as a base year, our 2030 targets align with evolving global regulatory standards and our expected business growth.

In addition, a new Scope 3 engagement-based target will expand sustainability efforts beyond direct operations. This initiative centers on collaborating with suppliers to obtain actionable sustainability data that can be used for Scope 3 reporting, lifecycle assessments, and broader strategic decision making. Improved product-level data and lifecycle transparency will also support customer needs, as demand continues to rise for credible, high-quality sustainability information.

Our sustainability goals reflect both ambition and accountability. Achieving these goals will require continued ingenuity, disciplined execution, and shared accountability across the company. Ultimately, these commitments reflect who we are and who we aspire to be. They demonstrate our belief that responsible growth, environmental stewardship, and long-term value creation are inseparable (see page 37 for additional information).

## 2030 Sustainability Targets*

*To ensure consistency and improve transparency, we expect to recalculate and restate our 2024 base year emissions to account for structural changes, methodological updates, and boundary adjustments in accordance with GHG Protocol Corporate Standards.

# Clean Energy

Reducing our environmental footprint includes expanding the use of renewable energy across our operations.

Our facility in **Cairo, Egypt**, illustrates the impact of this commitment, and demonstrates how solar power can reliably support industrial operations while advancing our broader sustainability goals.

Renewable energy is a core feature of the building's design and a key factor in its prestigious LEED Gold certification. In 2025, the site's 225 kilowatt solar installation generated 92,552 kilowatt-hour of renewable electricity in just six months, avoiding more than 41,648 kilograms of $CO_2$ emissions and saving $3,832 in electricity costs.

Performance data are closely monitored, and the system delivers consistent results throughout the year. During peak summer months of 2025, solar panels produced more than 20,000 kWh of clean energy, while cooler seasons still showed steady offsets in emissions and utility expenses.

# Clean Water

Our **Rionegro, Colombia**, plant demonstrates a strong commitment to environmental stewardship, supported by employees who are deeply invested in protecting the region's natural resources. The site's sustainability initiatives include a solar panel system that supplies roughly 18% of its energy needs, a wastewater treatment project that significantly reduced third-party treatment costs, and most recently, the installation of a rainwater purification plant. This new system converts collected rainwater into potable water that meets human consumption standards and the requirements of our production processes.

Experience gained from previous wastewater treatment improvements streamlined the development of the rainwater purification plant. The Rionegro team collaborated closely with H.B. Fuller's EHS, Maintenance, and Quality groups to address water quality, safety, and reliability challenges—ensuring the system remains effective as rainfall patterns and storage levels fluctuate.

Since becoming operational in August 2025, the purification plant has substantially reduced the facility's dependence on municipal water. In the final quarter of fiscal 2025, municipal consumption declined by approximately 60% compared with the same period in 2024. With adequate rainfall, the system is expected to reduce municipal water use by an estimated 200 cubic meters per month over time.

# Waste Management Innovation

H.B. Fuller is reimagining how materials move through our operations, turning waste challenges into opportunities for greater circularity and environmental impact. This mindset guides our global efforts to reduce waste, promote recycling, and improve resource efficiency—efforts that support our environmental goals while strengthening the value we deliver to customers.

A standout example of this work is the return and recycling program developed at our facilities in **Germany**. Through close collaboration with European customers, our teams created a system that allows product drums and in-liner bags for approved insulating glass products to be returned to H.B. Fuller. Once returned, unused material is safely recovered and reintegrated into new product batches, eliminating unnecessary disposal and extending the lifecycle of valuable resources.

Another important initiative comes from our **Guangzhou, China**, facility, where teams conducted a series of trials to reduce plastic wrapping film while protecting pallet stability during transport. By combining reduced wrapping film with a small amount of a new anti-slip, water-based adhesive, the team maintained palletization performance while significantly cutting plastic use.

Results include:

- A 50% reduction in shrink-wrap film, directly reducing single-use plastic waste
- Significant cost savings with potential for further savings with scale
- Momentum for broader adoption

# Willow Lake Nature Preserve

**In 1978, H.B. Fuller acquired a parcel of land on Willow Lake, located just north of the Twin Cities of Minneapolis and St. Paul in Minnesota, to build an R&D lab amid the surrounding nature preserve. From the beginning, the company sought to protect and enhance the natural state of the property and to develop a corporate campus in an ecologically friendly way.**

Today, the Willow Lake Nature Preserve boasts a variety of natural communities that include prairie, forest, and wetlands; **more than 235 animal species; and 440 plant species.** Applying the University of Minnesota's formula for carbon sequestration to our site, the Preserve team estimates the site sequesters **15.4 million pounds of carbon each year**, significantly offsetting our emissions.

While not open to the public, the Willow Lake Nature Preserve enables H.B. Fuller employees and their guests to explore the nature trails, observe wildlife from two strategically placed, screened gazebos, wander the six wildflower demonstration gardens, and enjoy the area by canoe or rowboat.

Our dedicated Preserve team ensures the maintenance of the Preserve's continued health through activities that include burning prairie, mowing vegetation, and removing invasive exotic plant species that threaten our native vegetation. Additionally, H. B. Fuller employees and retirees have opportunities to volunteer for projects, such as the annual spring cleanup and buckthorn brigade, that are essential to the ongoing management of these natural resources.

The Willow Lake site is a testament to H.B. Fuller's philosophy that corporate facilities can exist in harmony with their natural surroundings.

**IN 2025, EMPLOYEE AND RETIREE VOLUNTEERS MAINTAINED THE ECOLOGICAL DIVERSITY AND QUALITY OF THE SITE BY DEVOTING:**

**166**
**hours planting native trees and wildflowers**

**44**
**hours removing invasive buckthorn and garlic mustard**

**84**
**hours monitoring bluebird nest boxes and helping sustain cavity nesting birds**

**90**
**hours cleaning up trash**

**90**
**volunteers**

A Great Horned Owl at the Willow Lake Nature Preserve. Photo credit: Chao Wang

## *FINDING FOCUS AT THE WILLOW LAKE NATURE PRESERVE*

**Photography has always offered Chao Wang a way to slow down and truly notice the world around him.**

As a research scientist at H.B. Fuller since 2015, he brings that same attentiveness with him each time he steps onto the trails of the Willow Lake Nature Preserve with his Canon 5D Mark IV camera and super telephoto lens. Over the years, Chao has photographed dozens of animal species at the Preserve including loons, red-tailed hawks, deer, and great-horned owls.

His appreciation for nature began early in life, but wildlife photography gave him a deeper purpose: to observe quietly and capture moments of beauty that often go unseen.

# APPENDIX

This 2025 H.B. Fuller Corporate Sustainability Report provides an update on our sustainable practices, programs, and policies. It was published in June 2026 and focuses primarily on activities and initiatives we initiated or completed in the fiscal year ended November 29, 2025. It includes forward-looking statements about our business plans, initiatives, and objectives as further described in Forward-looking Statements. These business plans, initiatives, and objectives may change based on subsequent developments.

Public resources referenced include the following: **2025 Annual Report**, **2026 Proxy Statement**, and various noted sources on the **H.B. Fuller Investor Relations website**.

# Alignment With Global Reporting Frameworks

**Accountability and transparency are fundamental to the trust we build with our employees, customers, investors, communities, and other stakeholders.**

To maintain our stakeholders' trust, we publicly report on our goals and performance, obtain third-party assurance of our global sustainability activities, and hold relevant industry-wide external certifications, including:

- Global Multi-Site ISO 9001 (Quality Management Systems) Certification: At year-end 2025, 54 of our sites across North America (NA); Europe, India, Middle East Africa (EIMEA), Asia Pacific (AP) and Latin America (LATAM) were certified in accordance with this global matrix standard, and 12 additional sites received individual certification.
- ISO 14001:2015 (Environmental Management System) Standard Certification: At year-end 2025, H.B. Fuller had certified sites under the global matrix certification, and individual sites in AP.
- ISO 45001, the international standard for occupational health and safety (OH&S) management system: Twelve H.B. Fuller locations are currently certified.
- ISO® 50001: H.B. Fuller had four sites certified.
- North America Responsible Care® Management System (RCMS) Re-Certification: We successfully passed a third-party compliance audit demonstrating our ongoing commitment to the American Chemistry Council (ACC) RCMS. In 2025, H.B. Fuller had three North American sites participating in the RCMS and we reported 23 metrics for those sites. Our commitment demonstrates continuous improvement in our employee health and safety and environmental and sustainability programs.

Our disclosures align with the following global reporting standards:

- **GRI Standards:** This report aligns with the Global Reporting Initiative (GRI) Standards as a basis for disclosure.
- **SASB Index:** This report aligns with the Sustainability Accounting Standards Board (SASB) Index.
- **CDP Questionnaires:** H.B. Fuller has responded to the CDP (the Carbon Disclosure Project) Corporate Questionnaire (including Climate Change and Water Security) since 2013. H.B. Fuller received CDP scores of C for climate and B for water for the 2024 reporting year.
- **Ecovadis:** H.B. Fuller received a score of 62 and was awarded a Bronze medal in November 2025.
- **United Nations Sustainable Development Goals:** We continue to build on our commitment to the United Nations (UN) Sustainable Development Goals (SDGs). These goals are the 2030 blueprint to achieve a better, more sustainable future for all and provide powerful guidance for partnering with stakeholders for good. As a longstanding supporter of the UN Agenda for Sustainable Development, we are engaged in contributing directly to the most material SDGs within its scope of activity and monitoring their impact on society. By sharing progress on our SDG-related commitments, we work to drive sustainable practices in our sphere of influence.

## ENVIRONMENTAL METRICS

We report on four key sustainability metrics: energy levels, greenhouse gas (GHG) emissions, waste, and water withdrawal levels to document progess toward our targets. In 2026, we introduced our 2030 sustainability targets that are both meaningful and science-based.

## 2030 SUSTAINABILITY TARGETS

### GHG GOALS

**25% absolute reduction in Scope 1 GHG emissions and 35% absolute reduction in Scope 2 GHG emissions by 2030.**

*GHG emissions are measured in carbon dioxide equivalent ($CO_2e$), which expresses the effect of GHGs on the atmosphere in terms of carbon dioxide ($CO_2$). Our primary sources of Scope 2 emissions are electricity and Scope 1 emissions sources include stationary sources (e.g., natural gas-fired boilers, oil heaters, generators); mobile sources (e.g., industrial and motor vehicles); and cooling systems.

### GHG GOALS SCOPE 3

**Engage 70% of H.B. Fuller's "top" suppliers to provide key sustainability data by 2030.**

This metric allows us to systematically collect and manage critical sustainability data from >70% of strategically important direct material and packaging suppliers, representing the majority of our product-related environmental impact. It will also support our Lifecycle Assessment/Product Carbon Footprint initiatives that support our customer engagement.

### WATER GOALS

**20% absolute reduction in total water demand by 2030.**

This metric includes water withdrawals from municipal sources, which accounts for more than 90% of our total demand as well as natural sources (primarily groundwater). This approach is the clearest path to reducing stress on water resources in many areas where we operate.

### WASTE GOALS

**20% reduction in manufacturing waste intensity and 75% increase in waste recycling by 2030.**

H.B. Fuller has made significant progress in waste reduction using intensity to drive efficiency. This aligns with our internal manufacturing excellence, quality and financial performance indicators. Manufacturing waste includes non-hazardous solid waste and hazardous/dangerous waste from our production facilities, which account for more than 90% of our waste materials. Achieving the recycling target would double our current recycling rate and significantly reduce the volume of materials going to landfills.

## CORPORATE GOVERNANCE STATISTICS

### Board Composition and Leadership*

- 7 of 8 independent directors
- 50% female directors
- Diverse representation of skills and competencies
- Separate CEO and Board Chair roles
- The 10-person Executive Committee includes 3 women and 4 racially diverse members

### Reporting and Shareholders' Rights

- Public reporting of financial results and long-term goals
- The Board of Directors annually evaluates the Chairman's and CEO's performance and senior leadership succession plans
- Shareholders can nominate directors, vote (one-share), and call special meetings

### Compliance and Business Conduct Training

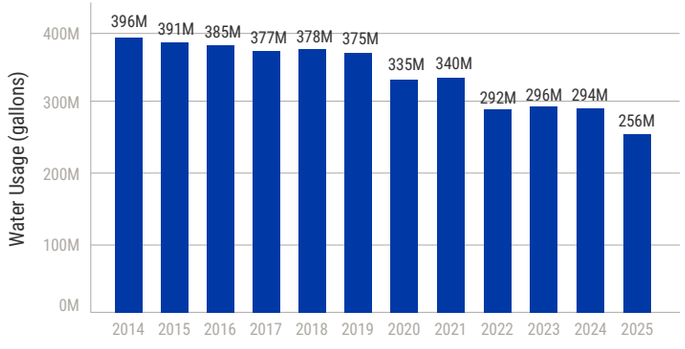
- 97% completion rate of Compliance and Business Conduct training
- Code of Business Conduct available in 11 languages
- 95% of our team members completed training in our Global Learning Center, logging more than 55,000 hours

*The 2025 Sustainability Report focuses on activities and initiatives that were initiated and completed in the fiscal year that ended Nov. 29, 2025.

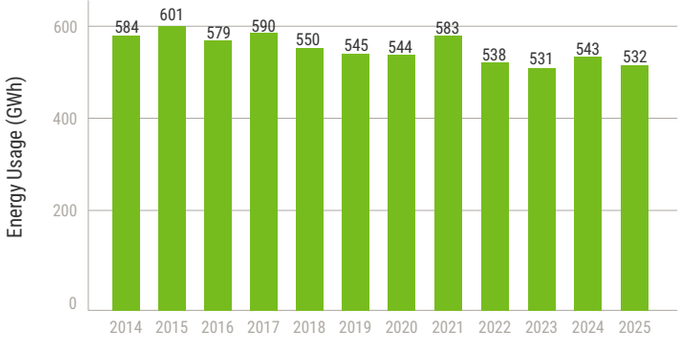
## Global Progress 2014-2025 (Absolute)

From 2014 to 2025, we measured intensity metrics, which helped us identify areas for efficiency improvements by showing how much environmental impact is associated with each unit of production.

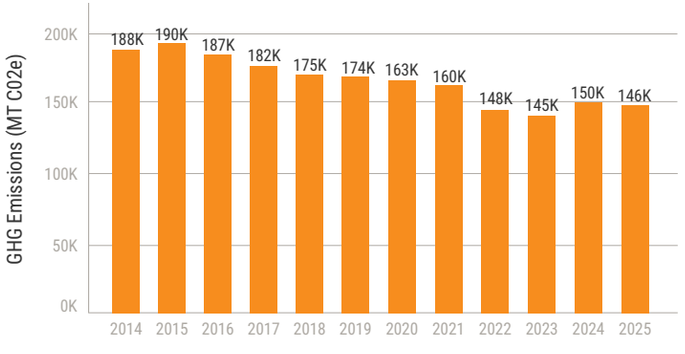
### Water



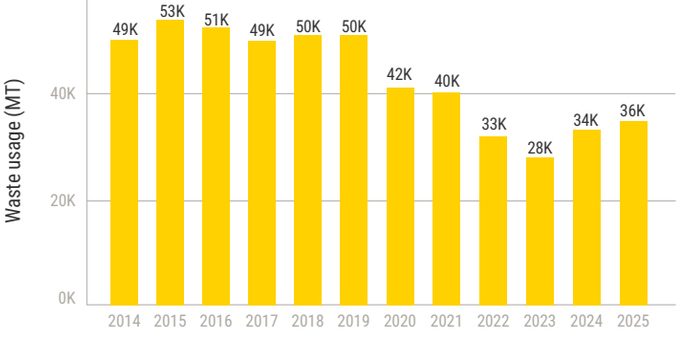

### Energy




### GHG




### Waste



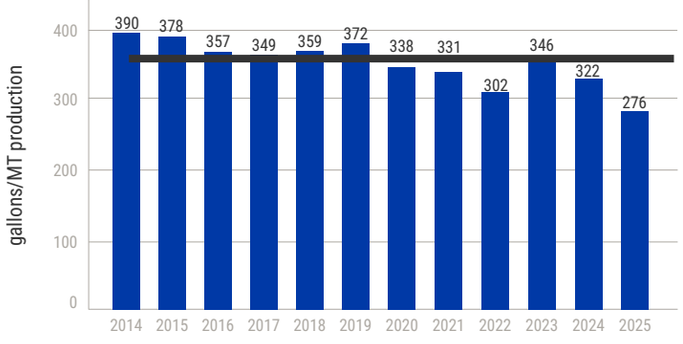

***Scope 1:** Direct emissions within H.B. Fuller's operational boundary. Stationary sources (e.g., natural gas-fired boilers, oil-heaters, generators); mobile sources (e.g., industrial and vehicular); and cooling systems.

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

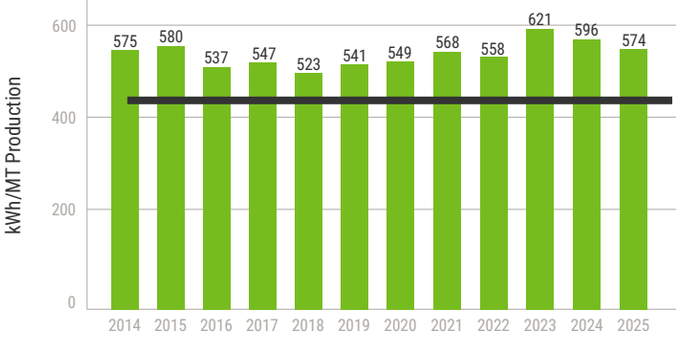
Since establishing our sustainability goals, H.B. Fuller has made acquisitions, divestitures and operational changes, as well as data collection and methodological changes, that have affected our reported energy, GHG, waste and water performance. In the context of our sustainability data management, these changes are considered significant where they impact each of our reported 2014 base year energy, GHG, waste and water metrics by more than two percent. For consistent tracking of these sustainability metrics over time, we have recalculated both our 2014 base year and subsequent reporting years for all sustainability metrics to include boundary condition changes. These revisions are common among companies with similar changes, are aligned with our internal Inventory Management Plan (which relies on the GHG Protocol Corporate Accounting and Reporting Standard) and allow us to accurately characterize performance against our goals between 2014 and our 2025 target year.

# Global Progress 2014-2024 (Intensity)

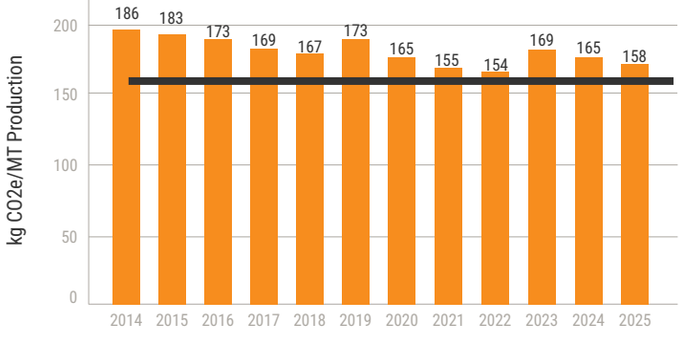
## Water Intensity by Year



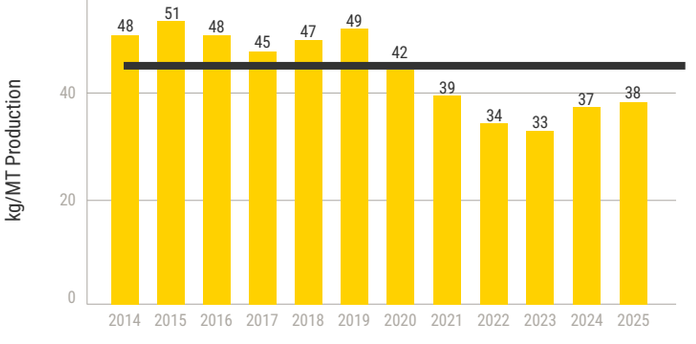

## Energy Intensity by Year




## GHG Intensity by Year




## Waste Intensity by Year



# Employee Demographics

| | 11/29/25 |
|---|---|
| **Global Headcount** | 7,100+ |
| **Global Headcount - Number of Countries** | 45 |
| **Global Headcount - Material Countries** (>100 Employees) | |
| United States of America | 2,532 |
| China | 1,121 |
| Germany | 714 |
| Portugal | 501 |
| United Kingdom | 450 |
| Brazil | 281 |
| India | 213 |
| France | 141 |
| Egypt | 141 |
| Mexico | 115 |

| **Global Headcount by Job Family** | |
|---|---|
| Manufacturing | 46% |
| Supply Chain | 17% |
| Sales/Customer Service | 13% |
| R&D | 7% |
| Other | 17% |

| | |
|---|---|
| **Average Employee Tenure in Years** | 10 |
| **Average Employee Age** | 45 |

| **Global Headcount by Age Range** | |
|---|---|
| Under 30 | 15% |
| 30 to 39 | 31% |
| 40 to 49 | 26% |
| Over 50 | 28% |

| | 2025 |
|---|---|
| **Global Promotions** (12/1/24-11/29/25) | 581 |
| **Global Promotion Rate** (12/1/24-11/29/25) | 81% |

| **Global Promotion Rates by Gender** (12/1/24-11/29/25) | **Male** | **Female** |
|---|---|---|
| Total | 7% | 12% |
| **U.S. Promotion Rates by Race/ Ethnicity** (12/1/24-11/29/25) | **Male** | **U.S. URM** (3) |
| Board of Directors (BOD) | 9% | 8% |
| **Global Headcount by Gender** | **Male** | **Female** |
| Board of Directors (BOD) | 50% | 50% |
| Executive Committee (EC) | 70% | 30% |
| Directors & Above (incl. EC) (1) | 71% | 29% |
| People Managers (2) | 69% | 31% |
| Total Employees | 71% | 29% |
| **Global Headcount by Gender & Region** (11/29/25) | **Male** | **Female** |
| Asia Pacific | 76% | 24% |
| EIMEA | 72% | 28% |
| Latin America | 60% | 40% |
| North America | 70% | 30% |
| Total | 71% | 29% |
| **U.S. Headcount by Race/ Ethnicity** (11/29/25) | **White** | **U.S. URM** (3) |
| Total | 64% | 36% |

(1) Directors & Above category includes all directors, vice presidents and executives

(2) People Managers are defined as employees who have at least 1 direct report

(3) U.S. URM (Underrepresented Minority) is calculated for U.S. only; does not apply globally

*D&I metrics were calculated, reviewed, but not reported

### Employee Health and Safety Metrics 2020-2025:

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|
| **Total Recordable Incident Rate** | 0.77 | 0.87 | 0.65 | 0.66 | 0.87 | 0.85 |
| **Lost Workday Injury Rate** | 0.28 | 0.45 | 0.37 | 0.25 | 0.34 | 0.32 |

Total Recordable Incident Rate (TRIR): An occupational injury and illness case resulting in medical treatment, work restriction(s) or days away from work. Lost Workday Injury: Recordable injury that was serious enough for the doctor to prescribe days away from work.

### H.B. Fuller Company Foundation and Other Corporate Giving by Type:

| | |
|---|---|
| Admin | 9% |
| Arts and Cultural Organizations | 2% |
| Educational Institutions | 9% |
| Environment Health and Human Services | 37% |
| Racial Equity | 9% |
| STEM Education and Programs | 20% |
| Volunteering and Philanthropy | 2% |
| Youth Leadership Development | 3% |

### Community Impact in 2025:

| | |
|---|---|
| Employee Volunteers | 1,435 |
| Volunteering Hours | 4,891 |
| NGOs Supported | 275 |
| Countries Reached | 20 |

## *Forward-Looking Statements*

Certain statements in this report are forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. Such statements often address expected future business and financial performance, financial condition, and other matters, and contain words or phrases such as “anticipate,” “believe,” “estimate,” “expect,” “intend,” “may,” “opportunity,” “outlook,” “plan,” “project,” “seek,” “should,” “strategy,” “target,”“will,” “will be,” “will continue,” “will likely result,” “would” and similar expressions, and variations or negatives of these words or phrases.These statements are subject to various risks and uncertainties that could cause actual results to differ materially fromthose in the forward-looking statements. Additional information about these various risks and uncertainties can be found in the “Risk Factors” and “Forward-Looking Statements and Risk Factors” sections of our 2025 Annual Report on Form 10-K and our other public filings with the SEC. There may be other risks and uncertainties that we are unable to identify at this time or that we do not currently expect to have a material impact on our business or the initiatives and goals described in this report. Undue reliance should not be placed on forward-looking statements, which speak only as of the date they are made. We do not undertake to update or revise any forward-looking statements, except as required by law. Forward-looking and other statements in this report address our sustainability initiatives, goals, targets and progress, and the inclusion of such statements is not an indication that they are necessarily material to investors or required to be disclosed in our filings with the SEC.

H.B. Fuller

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