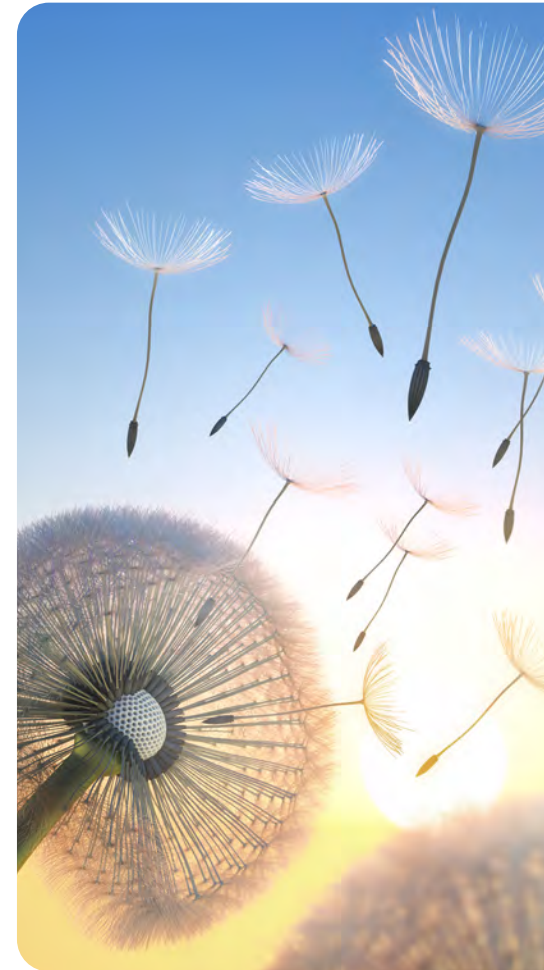




Stronger Together

2019 Global
Responsibility Report



H.B. Fuller

Connecting what matters.™

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Together, we are creating positive change

At H.B. Fuller, we believe in the power of doing the right thing. It has always been a key part of our strategy to do our part to make the world a better place. This value set includes understanding and respecting the world's finite resources, lifting up communities in need, and building a strong culture where employees are empowered and engaged in their work.

We have built trust in H.B. Fuller's commitment to being a model corporate citizen, and in 2019, our focus remained steadfast. We know that to build a stronger, more vital society, it takes more than dollars, though that's important. It also takes time and collaboration with business partners and community leaders, and it takes personal involvement, including:

- Our scientists and engineers who work diligently to partner with the world's largest brand owners to develop greener and safer adhesive solutions.

- The thousands of H.B. Fuller employees who give their time and talents to nonprofits around the world.
- And, the H.B. Fuller Company Foundation that supports a range of nonprofit efforts around the world – from sparking the imagination of young people through STEM-related programs, camps and competitions to supporting programs that provide leadership opportunities, access to education or training, and other activities that help young people grow into vibrant adults, we are connecting what matters.

At the time of publication, we are living in a different world, and H.B. Fuller remains committed to working closely with our employees and customers around the world to do our part in shaping a safer, healthier, better world for generations to come. With the onset of the COVID-19 pandemic in early 2020, we know that doing the right thing

for our employees, communities and the environment is more important than ever.

H.B. Fuller is an essential contributor to those goods that are critical to human life – from serving basic human needs with tissue paper, safe food and potable water to live-saving equipment, like ventilators and personal protection equipment. In times of crisis like these, our company has a long history of stepping up to support relief efforts in whatever ways we can. From pivoting some of our philanthropic focus on pandemic relief efforts to increasing production of those adhesives and disinfectant products, such as hand sanitizers and our Foster® First Defense™ disinfectant that kills coronavirus on hard porous surfaces . . . our focus remains clear, and we know that together, we are stronger.



A handwritten signature in black ink that reads "Jim Owens".

Jim Owens
President and CEO

H.B. Fuller at a Glance

H.B. Fuller is a global market leader in adhesives

Global Reach. Local Expertise.



World Headquarters
St. Paul, MN, USA

H.B. Fuller (NYSE: FUL)

72 Manufacturing Facilities

38 Technology Centers

Direct Presence in **36** Countries

6,300+
Employees



Nearly
\$3 Billion
in Revenue

10,000 Adhesive
Solutions

Customers in **125**
Countries

External recognition

As many customers turn to third-party assessments to measure a supplier's sustainability performance, we are happy to report a continuous recognition done by global, well-known, and independent experts on our practices, achievements, and transparency in 2019. These assessments cover many criteria, including environment, climate change, health, safety, security, labor, human rights, ethics, and sustainable supply chain and procurement†



RESPONSIBLE CARE
OUR COMMITMENT TO SUSTAINABILITY

Our Contribution to Sustainable Development

SUSTAINABLE DEVELOPMENT GOALS

H.B. Fuller supports the United Nations' Agenda for Sustainable Development and is fully committed to its Sustainable Development Goals (SDG), contributing directly to the accomplishment of the most material SDGs within its scope of activity and monitoring their impact on society. Our current corporate social responsibility work aligns with the goals highlighted in the figure.

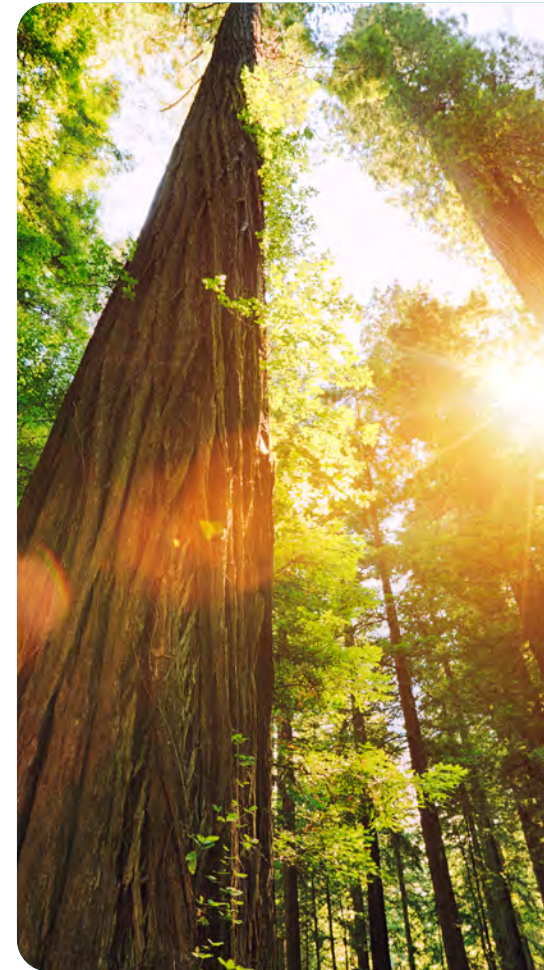
More information is available at www.hbfuller.com/GlobalResponsibilityReport





Sustainability

Our commitment to the environment



At H.B. Fuller, sustainability is a priority, and we know that we each have a responsibility to protect our planet.

H.B. Fuller actively manages the environmental impact of our operations, people, and products. We optimize our processes to reduce resource usage. We engage our employees to be knowledgeable about and responsible for reaching our sustainability targets.

Internally, we are focused on minimizing the impact of our operations. We monitor our environmental footprint and continually innovate for improved sustainability in our products and manufacturing practices. We also collaborate with customers to create adhesive solutions that allow them to meet their sustainability goals. Our products help customers save energy, reduce waste, and enable recycling and reuse.

Sustainable business practices are not only good for our environment. They also help our company grow responsibly, positioning H.B. Fuller for long-term success and making a difference for customers, employees, and the planet.



Global sustainability goals and progress

We focus 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 metrics by metric tons of production to accommodate for changes in output.

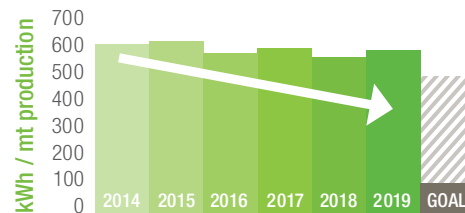
GOAL 1

PROGRESS

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



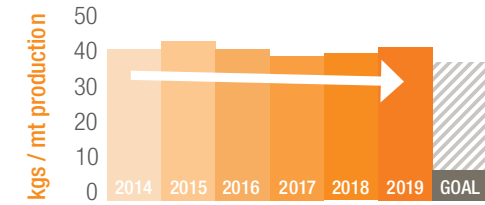
GOAL 3

PROGRESS

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



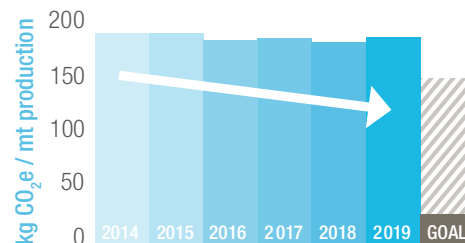
GOAL 2

PROGRESS

Reduce scope 1 and 2* greenhouse gas (GHG) emissions 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.

GHG Emissions Intensity



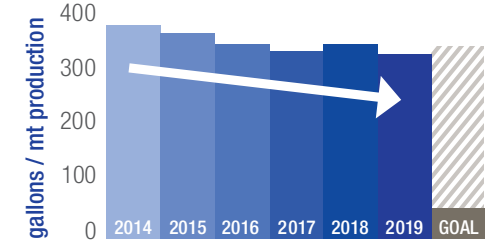
GOAL 4

PROGRESS

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



*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, fork lifts); 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).

Sustainability



Since establishing our sustainability goals, H.B. Fuller has made acquisitions, 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 as 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 these 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.

North America	2014	2015	2016	2017	2018	2019	Goal	Progress since 2014
Energy Intensity	667	704	646	679	640	710	506	↑
GHG Intensity	200	201	189	190	185	200	154	→
Waste Intensity	57	60	58	58	60	67	39	↑
Water Withdrawal Intensity	376	358	357	373	393	390	351	↑

EIMEA (Europe, India, Middle East and Africa)	2014	2015	2016	2017	2018	2019	Goal	Progress since 2014
Energy Intensity	561	543	533	534	508	467	506	↓
GHG Intensity	153	151	146	148	144	136	154	↓
Waste Intensity	21	23	21	18	17	17	39	↓
Water Withdrawal Intensity	352	370	310	275	256	258	351	↓

Latin America	2014	2015	2016	2017	2018	2019	Goal	Progress since 2014
Energy Intensity	686	627	594	669	633	598	506	↓
GHG Intensity	138	132	120	132	123	114	154	↓
Waste Intensity	23	51	33	24	31	20	39	↓
Water Withdrawal Intensity	795	674	658	606	700	600	351	↓

Asia Pacific	2014	2015	2016	2017	2018	2019	Goal	Progress since 2014
Energy Intensity	534	517	464	445	450	442	506	↓
GHG Intensity	277	264	238	231	233	234	154	↓
Waste Intensity	11	10	11	11	11	11	39	↑
Water Withdrawal Intensity	404	386	325	273	253	231	351	↓

Units of measure for the metrics on this page are as follows: energy intensity in kWh per metric ton of production, GHG intensity in kg CO₂e per metric ton of production, waste intensity in kg per metric ton of production and water withdrawal intensity in gallons per metric ton of production.



A leading role in supporting the circular economy

Our focus on sustainability is more important than ever before. By leveraging the expertise of our employees and the innovation of our technologies, we strive to expand our contribution to sustainable development together with our customers and partners.

Adhesives and sealants make everyday products possible, playing an essential role in thousands of items; in many cases, they also empower manufacturers to produce in a more cost-effective and responsible way, allowing them to work with more sustainable substrates, improve efficiencies, and reduce materials usage, energy consumption, and Greenhouse Gas (GHG) emissions.

Consequently, adhesives are true enablers of the circular economy benefits, including extending the durability of products and their reparability and reuse, as well as creating the opportunity to minimize waste and recycle materials at the end of their useful lives.

Taking the entire life cycle into account

High performance solutions combined with a reduced environmental footprint are driving H.B. Fuller's success and fostering the company's growth strategy.



Packaging

Historically, product orders were fulfilled using one-size-fits-all shipping containers. Many packages shipped were at least double the size of the actual product inside, resulting in excess material, air, and cushioning being shipped alongside the merchandise, with an increase in freight, costs, and carbon footprint. As more automated, cut-to-size packaging lines now allow for less material waste and optimized freight costs, we are able to collaborate with customers at the testing and design stages, while developing reliable adhesives solutions that meet their fit-to-purpose packaging expectations.

Labels

With H.B. Fuller wash-off adhesives, the label comes off cleanly in the container recycling process so that no container needs to be dumped due to not being clean enough. They also reduce contamination and consumption of water as the adhesive remains attached to the label upon wash-off. Labels on containers, such as supermarket meat and fruit trays, also can be conveniently washed off with cold water, permitting the trays to be reused. Similar adhesives are available for glass and plastics.

Woodworking

Volatile organic compounds (VOCs) are emitted by a range of products used at home, including paint, cleaning products, and wooden furniture and flooring. Wood naturally contains and emits VOCs, including formaldehyde, which has been reclassified by the European Union regulation as a carcinogen. Addressing these concerns, we have developed an environment-friendly formaldehyde-free adhesive that, when used in typical applications, enables the final product to emit lower formaldehyde levels than those emitted by an oak tree growing naturally in a forest.

Hygiene

We have developed specialty hot melt adhesives that facilitate thinner and more comfortable disposable hygiene products that perform well and minimize the environmental impact of disposable diapers and feminine care and incontinence products. Thinner cores require less material and energy to produce, so they require less shelf space, lower transportation costs, and reduce landfill waste.



Insulating the world with green construction

The Construction industry is under heavy discussion and subject to regulations related to the energy performance of buildings. It is estimated that in the U.S. alone, more than \$300 billion each year is lost to drafty doors and windows, inefficient appliances, and other energy wasters that could be easily remedied. In Europe, buildings consume more than 40% of the energy generated. Adhesives play a bigger role in sustainability than one might think.

Building in an energy- and resource-efficient way

We take on the issue of renewable energy from multiple angles, creating quality materials that add sustainability to the life of our products and the communities where they are used. Our low-emitting products help insulation and HVAC (Heating, Ventilation, and Air-Conditioning) units perform as designed by keeping them dry and protected from the elements that would decrease their efficiency so their use can help reduce energy usage.

It is easy to think of insulation as little more than material that helps to buffer the indoors against heat or cold. However, insulation is a multi-tasking part of construction, serving to minimize energy use, carbon dioxide emissions, and when necessary, fire hazards. To this end, an increasing number of regions are developing strict standards for clean, efficient, and conservational building, and it is our mission to provide quality sealants, adhesives, and insulation coatings that balance both environment and performance.

Sharing such a wide conservational goal means more than just producing good products – it is about ensuring that the design of new and renovated buildings at all stages is in line with the needs of the circular economy and climate-proofing of the building stock.

Our ambition also strives to build a greener community at large. Whether it is creating less emissions while developing our products, reducing the amount of waste

used in construction materials, or saving energy with effective insulation and sealants, we care about the environmental impact on our customers and community and reducing our footprint in the world.

“Becoming the world’s first climate-neutral continent is the greatest challenge and opportunity of our times. It involves taking decisive action now. We will need to invest in innovation and research, redesign our economy and update our industrial policy.”

– Ursula von der Leyen
President of the European Commission

The European Green Deal: Transforming the EU’s economy for a sustainable future



The European Green Deal is the new anchor strategy of the European Union. It is a recent ambitious collection of measures that should allow European citizens and businesses to benefit from sustainable green transition. Strategic measures accompany an initial roadmap of key policies ranging from aggressively reducing emissions and pollution, investing in clean and affordable energy, mobilizing the industry for a circular economy and digitalization, designing a more sustainable food system, and preserving Europe’s natural ecosystems.



Contributing to climate action

Climate change, rising energy consumption around the world, and resource scarcity call for new answers. H.B. Fuller is starting by focusing on its own production and facilities, which it can influence directly. In 2019, new and existing sites worldwide achieved initiatives related to energy efficiency and environmental footprint.

Delivering more value with renewable energy

Approximately 400 solar panels have been installed on the roof of our world headquarters, creating a 110 kW AC system that is expected to generate nearly 5% of the energy our campus uses, or approximately 167,000 kWh per year.

This was the first solar project on the Corporate buildings, carried out in conjunction with one of our largest new energy customers. The \$300,000 investment was just the start; subsequent steps are to extend this renewable energy solution across the rest of the complex.

While showing strong commitment to sustainability stewardship, H.B. Fuller continues to look for other ways to reduce consumption, including a plan to replace lighting with more energy-efficient LED options. We also encourage responsible behavior by our people doing their part with simple daily things like leaving small appliances at home, turning off lights when not in use, and recycling and composting when possible.



H.B. Fuller's World Headquarters,
St. Paul, Minnesota

Lüneburg, Germany

While optimizing air treatment processes and electrical efficiencies, our engineering teams have redesigned the steam and condensation system, reducing the plant consumption of natural gas by 50% and creating €300,000 in annual savings.

Melbourne, Australia

Our site in Australia is driving safety and energy efficiency with new LED lights and motion sensors in the factory and warehouse, generating annual reductions of approximately 80% in energy usage and 58 MT of CO₂ emissions, while contributing to a more sustainable production.

Guangzhou, China

In China, we are reducing carbon emissions by deploying a new steam producer, generating nearly 10% natural gas savings annually. We are also recycling waste water to lower our overall usage, with annual savings of approximately 3,000 MT of fresh new water, by installing a Membrane Bio-Reactor (MBR) system in one of our major plants. With continuous improvement processes, we expect to be very close to zero since the water is now being reused in a cooling tower.

Pune, India

We have reduced GHG emissions in our plant in India by decreasing 25% of diesel consumption for process heating by using Liquid Petroleum Gas (LPG), a cleaner and more economic fuel. A local team has also planted 100 trees in a nearby village, hoping to preserve the community environment.



Workplace

Engaging employees around the world



We incorporate the principles of empowerment and leadership into our culture while fostering innovation and the development of outstanding global talent.

We are committed to providing effective training, powerful learning tools, applicable resources, and development programs to our employees at all levels of the organization.

We have embedded respect for human rights into our policies, systems, and processes. We believe this integrated approach reflects our long-standing commitment to improving the lives of employees and communities where we operate and allows us to manage our business behavior efficiently and effectively. H.B. Fuller is committed to ensuring there is no modern slavery or human trafficking in our supply chain or in any part of our business.

We also believe the most effective teams represent a diverse range of voices and perspectives. Our values are guided by the principles of diversity and inclusion, equal opportunity, and the promotion of a culture of respect and social integration.

“I love how passionate and committed our employees are to our culture and purpose”



Nathan Weaver
Vice President, Human Resources

Since joining H.B. Fuller almost 20 years ago, our newly appointed Vice President of Human Resources, Nathan Weaver, has taken on several roles, including leadership positions in Sales, Product Management, and Human Resources (HR). With a strong belief in the value of people and a truly global mindset, Nathan has a keen sense of our teams and capabilities, and he has long been a key champion of our culture. Looking toward the future, we asked him about the most strategic topics for the HR organization.

Q. How would you describe the company culture of H.B. Fuller?

We have a vibrant culture that is built upon shared values and inspires people to be at their best. Our company purpose is an important part of this, and it drives us to connect with people inside and outside of our organization to solve problems for our customers. We believe that, when we work together and take informed risks, we create value for them and our stakeholders. I love how passionate and committed our employees are to our culture and purpose. This is a true strength and a big part of what makes us so strong in the market.

Q. In 2019, the company realigned itself into three Global Business Units (GBU). What were the HR strategic focus areas to keep pace with this major transformation?

This new organization structure is driving growth and simplicity. Both elements of this purpose have implications for HR. Specifically, the HR team must understand the growth strategies of each GBU and then strategically align its programs and services to enable the execution of those same strategies. We also need to execute people processes in a highly efficient

manner. This is made possible by clearly defined global processes and a well-defined approach to service delivery.

Q. With the workforce geographically dispersed across the world, how do you build a common company culture and a sense of community?

I believe that having a global workforce makes our work even more interesting and exciting. It is amazing to see how people with completely different backgrounds can come together with a common purpose. Consistent and clear communication is fundamental, and when we create clarity around strategy, goals and vision, it empowers and unifies our team. We've learned a great deal about community through the global pandemic. We connect readily and visibly with our team around the world. It makes a huge difference to see a person and hear them during an interaction or meeting. We must continue this long after the pandemic has passed.

“ I believe that having a global workforce makes our work even more interesting and exciting. ”

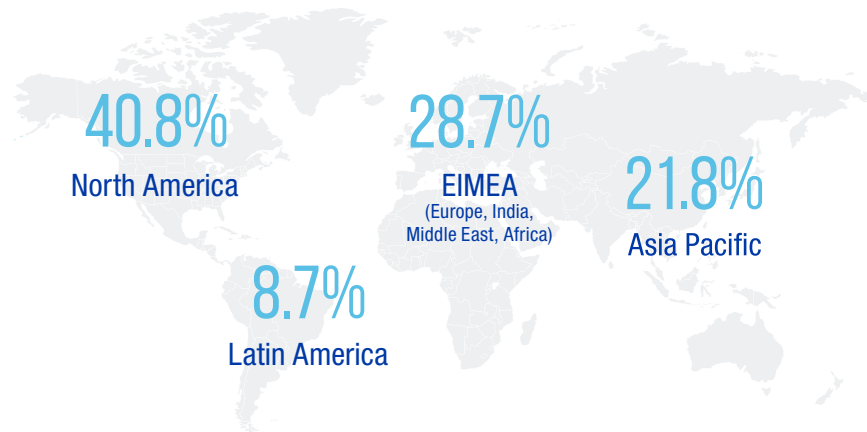
Q. You have spent the bulk of your career on the commercial side of the organization. How does that influence you as the head of HR today?

I believe that my commercial background gives me a view into the challenges and opportunities within our business that will guide my leadership. I have a strong belief that solving customer problems better and faster than the competition is the essence of our growth plans. HR has a big role to play in making this happen. When we are confident that our ideas support the company's ability to achieve growth, we will know to invest in HR programs supporting those ideas.

AT YOUR
BEST

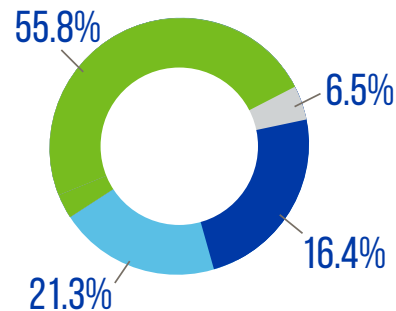


Our workforce



OVER **6,300** EMPLOYEES WORLDWIDE

TYPE OF WORK



IN 2019

649
PROMOTIONS

920
NEW HIRES

44,839 HOURS OF TRAINING

2019 Essence Award winners for outstanding performance

The Essence Award acknowledges those who make high-impact contributions to our company and model for others the very best of our beliefs – the Power of Collaboration, the Spirit of Winning, and the Essence of Courage.



Left to right: Ted Hong, KJ Oh, Wilson Ma (top row); Zuzana Tusó, Garrett Price (bottom row); Tommy Liu (not pictured)

KJ Oh, Ted Hong, Wilson Ma, and Tommy Liu delivered game-changing results in the categories of innovation, customer intimacy, and profitable growth with one of our largest Engineering Adhesives customers. This team has collaborated exceptionally across many business units and has successfully delivered reactive hot melt adhesive solutions for a well-known worldwide cell phone brand.

Zuzana Tusó and Garrett Price were recognized for their remarkable win at a major food and beverage multinational. The internal collaboration across North America and Europe to get the deal done was outstanding, and this team demonstrated great perseverance and excellent project management skills in making sure that all of the customer's sites were converted on time.

David McDougall, Dan Su, Xue Yang, and Paul Fiero have worked closely across great distances and have demonstrated the right technology, expertise, and skills to win in the fast-growing renewable energy market. Together, they delivered high-performance, effective adhesives and sealants for one of the world's largest thin film solar panel manufacturers and opened the door for many other innovation opportunities.



Left to right: David McDougall, Dan Su, Xue Yang, Paul Fiero



Investing in employee health

Quality, affordable health care is the foundation of the comprehensive benefits package we offer our employees. It is one of the tools we use to recruit and retain, and it is seen as the preferred benefit by most employees.

We have been concerned about rising health care costs for some time. In the U.S., the cost of health care has been rising rapidly and outpacing wages over the past decade. When our company's U.S. tax rate fell due to the 2017 federal tax reform, we decided that,

rather than give employees a one-time cash bonus, we could do something to permanently improve people's lives by paying part or all of their health care premiums.

Medical premium reimbursement

H.B. Fuller wants all employees to have access to affordable medical care, regardless of their income level. Employees earning below \$50,000 each year now have 100% of their individual health care costs covered by the company in the form of a medical premium reimbursement. Employees earning

between \$50,000 to \$60,000 get 50% of their individual health care premium covered. In 2020, this yields a qualifying employee as much as \$1,580 in savings. Employees with family coverage still must cover the difference between the individual and family rate.

This benefit has been helping to offset rising health care costs, and it has given us a meaningful and long-term way to invest in our employees' health and wellness.

2019 global safety results

INJURY RATE	2014	2015	2016	2017	2018	2019
RECORDABLE INJURY RATE	0.69	0.88	0.81	0.90	1.47	0.93
LOST WORKDAY INJURY RATE	0.27	0.29	0.21	0.23	0.63	0.43

RECORDABLE INJURY (RI):
An occupational injury and illness case resulting in medical treatment, work restriction(s) or days away from work.

RI RATE:
An incidence rate showing the number of injury and illness cases per 200,000 hours worked, equivalent to 100 employees per year.

LOST WORKDAY INJURY:
Recordable injury that was serious enough for the doctor to prescribe days away from work.

INJURY TYPES

1. SPRAIN/STRAIN
2. FRACTURE
3. CONTUSION
4. LACERATION
5. BURN
6. OTHER

OVER 6,300
EMPLOYEES WORLDWIDE

30 TOTAL LOST
WORKDAY INJURIES

We put our people's safety in first place



Safety is H.B. Fuller's number one value, because nothing we do is worth the risk of getting injured. Whether it is in the lab or in the office, we cherish each and every one of our employees and are adamant about providing a safe and healthy work environment for all, as well as preserving our assets and the surroundings in which we undertake our activities.

H.B. Fuller's goal is to continue to reduce the number of injuries through continuous improvement. We collaborate directly with our employees across the globe, as they are a great resource for enhancements we can make to ensure our facilities operate safely and our people are protected.



Empowering the community of new professionals

In any industry, it is crucial to provide interesting work, collaborative tools, learning opportunities, and autonomy to keep employees engaged and to attract the best people with the right skills.

By launching a new energized platform of development and education called the Next Generation Professionals (NGP) Program, H.B. Fuller is heavily investing in attracting, developing, and retaining top talent as a critical foundation for long-term success.

Strengthening employee engagement

Our vision is to strengthen the organization by helping our new professionals who are starting their careers realize their full potential, reach their goals, and become passionate about our company and its purpose.

An organization that mentors and develops young talent will stand out as an employer that cares and has the resources to help new professionals grow within the company. This program, with more than 200 members, is dedicated to creating

an atmosphere of learning and growing. It covers a variety of ways our NGPs can develop the skills needed for a successful career at H.B. Fuller. The initiative has hosted nearly 50 networking events, both in-person and virtually, and provides easy access to tools and digital training focused on business skills and self-development. Overall, this platform facilitates networking and mentoring within our organization, as well as our industry.

“I believe our Next Generation Professionals Program creates an environment where our new professionals can work collaboratively with our experienced managers and leaders sharing ideas and perspectives, not only making this a great place to work, but also giving us a competitive edge out in the market.”

– Heather Campe
*Senior Vice President,
Global Specialties, Health,
Hygiene and Consumable*

“We should maintain and increase in size, that way we can learn from one another and help both ourselves and H.B. Fuller grow in the future.”

“I appreciate the social and career help it gives.”

“It is good to know there is a supportive community at H. B. Fuller.”

“I enjoy meeting people outside of my role and hear about what they are doing.”



Participants say that the Program makes them feel valued employees.



10 reasons to work with H.B. Fuller

10 Respect for the Environment



We thoughtfully consider the impact of our operations, people and products on the environment and the communities where we live and work.

9 Customers Value Our Service



Longstanding and deep customer relationships are the cornerstone of H.B. Fuller.

8 World-Class Support



Our support staff in our Technology Centers of Excellence around the world are connecting our adhesive technology and market experts to our customers' product design and development experts.

7 Adhesives – Nothing More, Nothing Less



Unlike other adhesives manufacturers, we only do adhesives, which allows us to focus all of our efforts in perfecting their design and development.

6 A Customer-Focused Framework



Our expertise is about more than understanding adhesives. We make it our business to know our customers' industries and processes inside out.

5 Innovation is in our DNA



Innovation is embedded in the culture at H.B. Fuller. We stay on top of evolving market trends and changes across the industry.

4 A Passion for R&D



Our global R&D team works with our technical and application experts to ensure that our products meet the demanding and evolving requirements of different customers around the globe.

3 Problem Solvers Through and Through



We enjoy solving our customers' problems; whatever great idea, we work with them to design and develop adhesive solutions that can make it better, smarter, faster, and lighter.

2 Global Reach, Local Expertise



We are passionate about bringing adhesive solutions to the world while partnering with and supporting manufacturing initiatives at the local level.

1 The People



Our people are what make all the difference. We have a great, globally-connected team of adhesive experts, all of whom work in partnership across business units and country lines.

Voices of our scientists are Connecting What Matters

Ritu, North America:

"I make glue, but more importantly, I see myself and my team as problem solvers. We get these big problems and big opportunities to deliver the most innovative solution and that's how we make an impact in people's lives."

Henrique, Brazil:

"Solving quality issues and making it easier to be applied and then at the end of the day we have much less material going to the trash."

Helena, Portugal:

"H.B. Fuller scientists is one global community around the world connected via Global Technical Teams, brainstorm initiatives, and projects development. I deeply feel this is the only way to come up with innovative products that make the world a greater place."

Kris, Australia:

"H.B. Fuller makes you feel like a family. You can pick up the phone or send an email to somebody in North America, in China, in Europe, it doesn't matter there's always somebody somewhere in the Fuller world that you can speak to."



Governance

A business focused on ethics, quality and safety



Being a good corporate citizen begins with doing the right thing at all times.

H.B. Fuller has a strong reputation of doing business with integrity and innovating responsibly for more than 130 years.

We are committed to consistently meeting or exceeding the regulations that govern our work. We ensure our employees follow an ethical path by setting and communicating a high ethical standard through our Code of Business Conduct, and we require all employees to participate in ongoing training. When issues arise, our employees have access to various resources to report their concerns.

At H.B. Fuller, we value personal information, and we are committed to safeguarding the privacy, confidentiality, and security of our personally identifiable information and other sensitive private data. We are also taking a leadership role in assisting our customers and other stakeholders in understanding the importance of using the information appropriately.

You can learn more about our Corporate Governance practices and H.B. Fuller Board of Directors on our [Investor Relations website](#).



Protecting our business

We strive to be a leader that wins the right way, ensuring we are a company that customers and suppliers want to do business with, employees want to work for, and communities can trust.

To that end, our Ethics & Compliance team steers an ongoing process to assure the company and its employees conduct our business in keeping with high ethical standards, comply with our Code of Business Conduct (Code) and Core Policies, and follow the laws and regulations that apply to our company and industry globally. With the ultimate purpose of protecting our business and enhancing our reputation, the corporate compliance program is integrated with all compliance efforts enterprise-wide, from the management of external regulations and internal policies to comprehensive employee training, investigations, and risk-specific projects like third-party compliance and data privacy.

Ensuring transparency in our activities

Winning the right way is not just a belief. We expect all employees to act with integrity and do the right thing at all times. In 2019, we made many advancements to support this goal, particularly with the launch of the new global Code, which is available in all of H.B. Fuller's key languages and is significantly more user-friendly than the previous version, including accessibility on mobile devices.

We also introduced a new, modular Code training course, customized to promote H.B. Fuller's key messages and expectations and to emphasize different topics each year.

On top of that, we made progress toward standardizing and digitalizing key compliance processes by putting in place software that will enable us to better vet and manage business partners whose actions can reflect on the company and create compliance risks, such as distributors and agents.

“We need to continuously improve and strengthen compliance processes through collaboration with our business and functional colleagues. This will allow us to address emerging and evolving risks like data privacy and corruption in a strategic way and to promote our key messages everywhere we do business.”

– Joan Steinmann

Assistant General Counsel – Litigation, Ethics and Compliance

A practical guide for putting the company's value into action

We have built our reputation on a foundation of dependability and trust. We earn that trust by making sure that our actions and behaviors are always in line with our company's values and policies, as outlined in the Code of Business Conduct. Winning the right way means operating with integrity, playing by the rules, and maintaining high ethical standards in everything we do. These commitments to our employees and other stakeholders are embodied within our Code.



H.B. Fuller named one of “America’s Most Responsible Companies 2020”



H.B. Fuller has been named in Newsweek’s inaugural ranking of America’s Most Responsible Companies 2020, reinforcing our reputation as an organization that strives to be an excellent corporate citizen.

The analysis was led by the global data research firm Statista and started with a population of over 2,000 companies that were screened by different criteria to determine which firms are leaders in doing good.

The final list spans 14 industries and recognizes the 300 most responsible companies in the United States based on publicly available key performance indicators (KPIs) derived from reports on Corporate Social Responsibility (CSR), Sustainability, and Corporate Citizenship, as well as an independent survey. The KPIs focused on company performance in the environmental, social, and corporate governance areas, while the independent survey asked 6,500 U.S. citizens about their perception of company activities related to corporate social responsibility.

Driving an ethical culture



As a leading global company, we have an obligation to comply with the wide range of laws and regulations governing our business around the world. Acting with integrity and doing the right thing in all of our business practices in every location where we operate are fundamental to H.B. Fuller’s philosophy of winning the right way. Our unwavering commitment to maintaining the highest standards of ethics, citizenship, corporate responsibility, and governance drives our success and results in the best customers, suppliers, and people wanting to work with us.



Community

Supporting people where we live and work



The inspiring work done by our employees shows that community involvement brings powerful, positive change to the communities in which we do business.

H.B. Fuller continues to invest in strategic areas like STEM (Science, Technology, Engineering, and Math) education, support employee volunteerism, and connect employees with causes they value.

Our philanthropic vision is to help young people grow into productive, successful adults. The H.B. Fuller Company Foundation and our corporate giving is focused on STEM education and youth leadership development. We are proud to support initiatives around the world that prepare the next generation of leaders and innovators.

We are deeply committed to making a difference in building strong communities. Our employees bring that commitment to life by participating in our various corporate social responsibility programs that encourage volunteerism in their communities.

Connecting what matters in our communities

Employees are the backbone of our company, and one of the best ways to honor our employees is to listen to what they care about and involve them in our philanthropic activities and decision-making.

We have a long history of valuing our employees' experiences and connections to the communities where they live and work. Employee-directed Community Affairs Councils (CAC) were created in 1973 to facilitate the company's commitment to giving back. CACs implement H.B. Fuller's philanthropic giving and employee volunteerism programs in communities around the world.

In 2019, there were 37 CACs, which represented more than 550 volunteers, logged thousands of hours, and donated \$110,000 to their local communities.

By listening to our employees and our communities, we are able to make a meaningful impact far and wide; by collaborating with partner organizations, we are able to make positive change.

Employee-led initiatives, coupled with the H.B. Fuller Foundation, consistently provide resources to support our communities.



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

2019 community impact



Total Volunteer Hours:



24 COUNTRIES REACHED:

- Argentina
- Chile
- Egypt
- Hong Kong
- Malaysia
- South Africa
- Australia
- China
- France
- India
- Mexico
- Switzerland
- Brazil
- Colombia
- Germany
- Indonesia
- Philippines
- Vietnam
- Canada
- Costa Rica
- Greece
- Kenya
- Portugal
- United States



Nurturing our future leaders



Center in JA BizTown, a state-of-the-art experiential learning lab in JA's new facility, the Junior Achievement James R. and Patricia Hemak Experiential Learning Center in St. Paul, Minnesota.

JA BizTown is a fully interactive free-market lab where students in grades 4-6 learn what it means to be responsible business leaders, consumers, workers, and citizens by participating in a simulated economy. Students perform specific jobs within 18 different shops, including the H.B. Fuller Innovation Center, each of which offers a consumer product or service.

Employee volunteers support the program throughout the year by leading students through their day; helping to foster understanding of how communities work from a variety of perspectives and roles.

At H.B. Fuller, we know that our business is best positioned to succeed when our communities are thriving. That is one of the reasons we build strong relationships with local nonprofit organizations that are working to improve the lives of our neighbors around the world.

We have had a long-term partnership with Junior Achievement of the Upper Midwest. In 2019, we were proud to celebrate the grand opening of the H.B. Fuller Innovation

Outstanding Volunteer of the Year



Joana Monteiro, from our office in Portugal, is living out her values and encouraging others to do the same. Joana identified areas where she wanted to make a difference and has generously acted on improving others' lives, even while risking her own. From her time in a refugee camp far from home, to supporting neglected animals in her own neighborhood, Joana always finds a way to involve her colleagues in her efforts.

To recognize Joana's community engagement, she has been selected as Outstanding Volunteer of the Year for 2019.



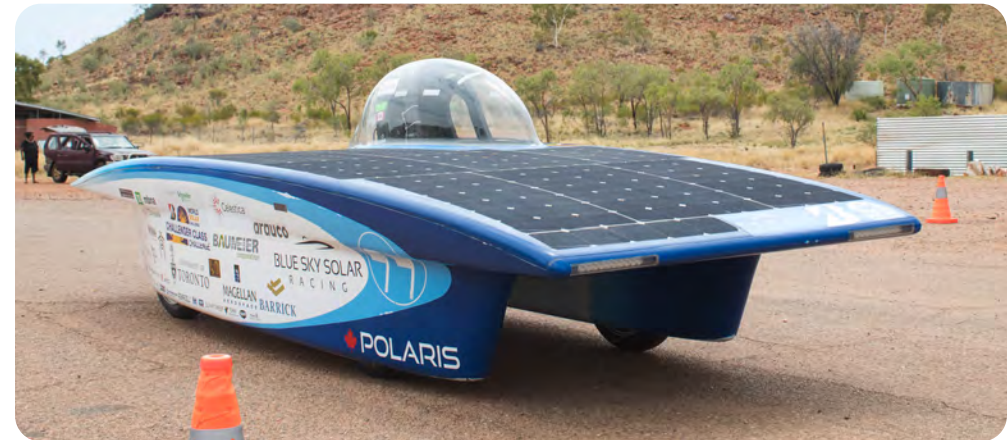
Supporting the next generation of sustainable innovations

H.B. Fuller had an opportunity to use its technology to help a group of young innovators working to advance sustainable solutions. Blue Sky Solar Racing at the University of Toronto is a team of undergraduate students that designs, builds, and races solar-powered race cars. The team is currently working on its 10th car with the goal of competing in the Bridgestone World Solar Challenge race in Australia. Over the past 22 years, Blue Sky has built nine solar race cars and competed

in 13 competitions around the world. They are currently the top solar race car team in Canada and one of the leading teams in North America. The team is hoping its latest car is the fastest and most energy-efficient built to date.

Building for the future

When Hubaab Hussain, Managing Director of Blue Sky Solar Racing, reached out to H.B. Fuller about a possible donation of product, our team in Canada was happy to help. Blue Sky needed an adhesive to help them



assemble their car. H.B. Fuller's structural adhesive bonding products enable durable metal-to-metal bonding and are used in the automotive, construction, electrical, industrial, and marine markets. Our team in Rexdale, Canada, was happy to help Blue Sky find the right product to make sure their car is ready for the challenge they will be taking on.

“H.B. Fuller was gracious enough to support us with the adhesive products that we need. Their contribution not only helps us complete our car but also meets the performance and quality that we desire.”

– Hubaab Hussain
Managing Director, Blue Sky Solar Racing



Make a Difference Day 2019

At H.B. Fuller, we are deeply committed to making a positive difference in our communities. For the 11th year in a row, we demonstrated this engagement to service through Make a Difference month. Make a Difference is a time for H.B. Fuller employees around the world to select meaningful opportunities in their communities for which to volunteer their time.

In 2019, employees in 12 countries donated nearly 4,000 hours of service to their communities, positively affecting thousands of individuals. Employees selected projects that connected with causes they are passionate about and that addressed local community needs. This year's 35 Make a Difference projects included renovations at veterans' homes, food drives, establishing community gardens, environmental restoration efforts, prosthetic hand building, enrichment activities for children in need, and donations of school supplies, among many others.

Making a difference in people's lives

In 2019, there were several projects around the world that made a difference beyond a single day.

The initiative led by our employees in Argentina, who provided local children and their families access to fresh, clean water by installing a new pump and tower, including piping, valves, and connections, was voted by our employees around the world as H.B. Fuller's 2019 Outstanding Volunteer Project. Meanwhile, the team in Indonesia partnered with local fishermen to plant more than 1,000 mangrove trees, which act to protect the shoreline, prevent erosion, and provide habitat to local animals. As another example, in Melbourne, Australia, employees assembled prosthetic hands, which were provided to people wounded by land mines in Cambodia.

Environmental stewardship

Employees have demonstrated their interest in supporting environmental initiatives through the proliferation of many environmental projects throughout the year, not only on the 300-acre nature preserve at our world headquarters, but at our facilities around the world.



SCIENCE



Sparking STEM innovation

At H.B. Fuller, we get excited about STEM (Science, Technology, Engineering, and Math) and innovation. Not only does STEM education encourage teamwork, problem solving, critical thinking, resiliency, and creativity; it also improves test scores.

Our employees use their STEM knowledge to develop our company's newest products and find solutions to our customers' challenges. We also use our expertise to get the next generation as inspired about STEM as we are.

Partnership in action

The Bakken Museum in Minneapolis, Minnesota, shares our passion – they work to inspire innovation to make the world a better place. In the summer of 2019, we partnered with the Bakken Museum to offer a STEM-focused science camp for the children of employees at our headquarters.

Through collaborative problem-solving challenges, creative games, and exciting science projects, students explored STEM

concepts through hands-on activities that strengthened their skills, and were introduced to the innovation process.

H.B. Fuller employees visited the camp each day to explain how important STEM is in their careers. Campers learned about how adhesives are used in diapers and electronics, and they explored some of the new technologies our employees use to make their jobs easier.

At the end, campers showed their inventions and demonstrated what they had learned. Among the creations were a moving robot, a light-up dragon, and an electronic fortune teller!

The success of this summer camp is a perfect example of the power of cross-sector partnerships. Together, H.B. Fuller and The Bakken Museum were able to offer a convenient benefit to employees and their families, introduce a new audience to the museum, and inspire the next generation to continue exploring STEM education.

Commitment to youth around the world



We believe that all youth should have an opportunity to succeed. The H.B. Fuller Company Foundation has partnered with GlobalGiving to provide grants to STEM and Youth Leadership programs around the world, and since 2015, the Foundation has supported Coptic Orphans' Valuable Girl Project in Assiut, Egypt.

Valuable Girl Project trains young women in secondary school to mentor girls in primary school, providing academic assistance as well as education on nutrition, hygiene, girls' rights, and civic participation.

This educational mentoring program empowers 1,000 at-risk girls in Egypt by creating and providing role models while increasing self-esteem, leadership skills, creativity, and educational attainment.



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H.B. Fuller

Connecting what matters.™