



SUSTAINABILITY REPORT 2022



H.B. Fuller

Connecting what matters.™

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Letter from our CEO



Celeste Mastin
President and CEO

Shortly after arriving at H.B. Fuller in 2022, I joined an army of fellow volunteers to participate in the company's Make a Difference Day, an annual employee volunteerism initiative that takes place at H.B. Fuller sites around the world. That fall morning, I worked alongside my new teammates to plant more than 100 trees in the beautiful nature preserve surrounding H.B. Fuller's Willow Lake headquarters in Minnesota.

I could not have asked for a better introduction to this great company. The experience also provided the ideal metaphor for H.B. Fuller's corporate sustainability efforts and environmental priorities: passionate people coming together to enable our customers' sustainability goals and reduce the environmental impact of our operations.

We plant trees with the expectation they will grow and blossom. Yet we know full well it might take time for our efforts to bear fruit. We understand that being truly innovative and winning the right way requires risks and tough choices to minimize our impact on the planet while enabling our customers to offer sustainable products and services around the globe. And we recognize that the growth we foster will benefit the many who follow us, ideally for years to come.

Our remarkable employees drive this growth; they are our roots that spread far and wide, representing diversity of culture, geography, thought and opinion. We seek and find the brightest people with a range of experiences and provide a safe and inclusive environment where they can grow and thrive, learning from one another along the way.

We calculate our four key sustainability metrics – energy intensity, greenhouse gas emissions intensity, waste intensity, and water withdrawal intensity – with the highest degree of specificity, while remaining willing to adjust as needed. These metrics help to ensure we are embedding sustainability into everything we do – our values, culture, and processes. The results speak for themselves. In 2022, we were recognized by several leading organizations for our commitment to operating responsibly at multiple global sites.

H.B. Fuller's reach goes far beyond our own operations, as evidenced by our new product pipeline. More than 50% of our new product development focuses on sustainable solutions across our global businesses. This includes Millennium Sprayable PVC Single-Ply Bonding Adhesive, used for adhering PVC waterproofing membranes to roof surfaces; a range of adhesive materials used in the burgeoning electric vehicle (EV) market; adhesives for PET and glass bottles that drive savings and reduce environmental impact; the introduction of our new Earthic™ product line, a near carbon neutral adhesive that enables a circular packaging industry – and so many more.

I am very proud of what we have achieved this past year and excited for the future. As I learned on Make a Difference Day, H.B. Fuller employees are committed to doing the right thing and winning the right way. As our business continues to grow and expand in the months and years ahead, this tremendous team will keep that commitment at the forefront – positioning H.B. Fuller for long-term success and making a difference for our customers, employees and planet.

A handwritten signature in black ink, appearing to read 'Celeste Mastin'.

Celeste Mastin
President and CEO

“H.B. Fuller’s reach goes far beyond our own operations, as evidenced by our new product pipeline. More than 50% of our new product development focuses on sustainable solutions across our global businesses.”



H.B. Fuller at a glance

We are a global market leader in adhesives



7,000+ employees

135+ years of history



\$3.75 billion in revenue



71 manufacturing facilities

35+ technology centers



140+ countries with sales

34 countries with facilities or offices

3 global business units serving

30+ markets



10,000 adhesive solutions

560 patents

An aerial photograph of a river with white water rapids, surrounded by a dense forest of green trees. The river flows from the top left towards the bottom right, with several large rocks visible in the water. The forest is lush and green, with some trees showing signs of decay or being dead. The overall scene is a natural, scenic landscape.

REPORTING APPROACH

Evolving our reporting standards

Accountability and transparency are priorities for H.B. Fuller and are part of the foundation on which we build trust with our employees, customers, investors, communities, and other stakeholders.

To identify relevant topics to manage and report, we regularly evaluate the challenges and opportunities of sustainable development using various tools. We also take continuous steps to strengthen our reporting approach through ongoing stakeholder dialogue and voluntary adherence to global non-financial reporting standards.

Aligning with industry-leading reporting frameworks

We are committed to publicly and consistently reporting on our goals and performance, and obtaining third-party assurance of H.B. Fuller global environmental, social and governance (ESG) activities, ensuring that accountability and trust are embedded into our processes and the following reporting frameworks.

GRI Content Index: We continue to align with the Global Reporting Initiative (GRI) Standards as a basis for disclosure. GRI Standards, which are regularly reviewed to ensure they reflect global best practices for sustainability reporting, help businesses, governments, and other organizations understand and communicate their impacts on ESG issues.

SASB Index: The Sustainability Accounting Standards Board (SASB) aims to produce information that is decision-useful for investors. This index reflects our alignment with the chemical industry standards from the SASB framework.

CDP Questionnaires: Founded in 2000, CDP (formerly the Carbon Disclosure Project) is a not-for-profit charity that runs a global disclosure system for investors, companies, countries, and regions to manage their environmental impacts. H.B. Fuller has responded to the CDP questionnaires — [CDP Climate Change](#) and [CDP Water Security](#) — since 2013.

We also continue to build on our longstanding commitment to the [United Nations Sustainable Development Goals](#) (UN SDGs), and we hold a range of industrywide external certifications that are relevant to ESG, including ISO® 14001, ISO® 45001 and ISO® 50001.

This report contains disclosures that address elements of the selected frameworks. Public resources referenced include the following: [2022 Annual Report](#), [2023 Proxy Statement](#), and various noted sources on the [H.B. Fuller Investor Relations website](#).

“We utilize multiple tools and frameworks to ensure we are objective, transparent, and globally relevant in our public reporting process. We established a new workgroup in 2022 to identify and track the topics most critical for our global business, current disclosures, and opportunities to provide more quantitative and qualitative information about our ESG programs.”

— Jonathan Blaine, Global Environmental Compliance and Sustainability Leader

About this Report: This report provides a summary of H.B. Fuller’s key non-financial global indicators of ESG activities and future commitments that we have identified as priorities for our business and key stakeholders. This report was published in July 2023 and represents our global operations during fiscal year 2022 (ended December 3, 2022) except for our sustainability metrics, which represent the 2022 calendar year (Jan. 1-Dec. 31, 2022). We are committed to reporting our global ongoing ESG progress online and invite you to visit our [website](#) periodically for updates.

Assessing our ESG priorities and reporting

In this year’s report, we detail efforts against our 2020 [materiality assessment](#). The 2020 assessment was conducted with pivotal stakeholders spanning customers, industry peers, investors and internal business and function leaders. The goal was to map our ESG issues, validate our sustainability priorities, and identify emerging material topics that are important to stakeholders and significant to our business.

We employ a multifaceted process to identify and prioritize sustainability topics, and we report on multiple frameworks. In 2022, our Sustainable Technical Subcommittee also worked on a comprehensive assessment of our reporting platform requirements, scope, data collection practices, and procedures to identify gaps and recommend improvement areas. As a result of this analysis, we identified key actions by our cross-company ESG experts that are included in this report. The reporting assessment was developed in partnership with WSP, one of the world’s leading professional services firms related to health and safety, sustainability, climate change, energy, and the environment.

Contributing to the UN SDGs

We continue to build on our commitment to the United Nations Global Compact (UNGC) and the United Nations 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 our progress on our SDG-related commitments, we work to drive sustainable practices in our sphere of influence. We are well-positioned to make the greatest contributions in the **11 priority goals** highlighted in the figure below.

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

SUSTAINABLE DEVELOPMENT GOALS



External recognition

At H.B. Fuller, social responsibility means “Winning the Right Way”, sustainable solutions, taking care of our communities, and improving the future. We know we are making progress as a responsible company when leading organizations like those listed below recognize our achievements.

IBD’S 100 BEST ESG COMPANIES

H.B. Fuller was ranked No. 57 on Investor’s Business Daily’s (IBD’s) fourth annual list of the 100 Best ESG Companies and is considered a standout for ESG investing. All companies named to IBD’s 2022 list mix profitability with ethical and social responsibility, as determined by a combination of high Dow Jones sustainability scores and superior IBD technical and fundamental stock ratings.



CDP

H.B. Fuller has participated in and reported to CDP’s supply chain program since 2013 to transparently disclose our environmental impacts. In 2022, H.B. Fuller scored a B on both CDP **Climate Change** and CDP **Water Security** submissions.



ECOVADIS

We completed the EcoVadis assessment for the eighth consecutive year, providing valuable information about our environmental, social, ethics and supply chain sustainable practices. In 2022, we earned a Silver rating.



RESPONSIBLE CARE®

As a member of the American Chemistry Council, H.B. Fuller reports 23 metrics for those North American sites included in the **Responsible Care®** program. This commitment demonstrates continuous improvement in H.B. Fuller’s employee health and safety and environmental and sustainability programs for 2022.



ENVIRONMENTAL

Our commitment to minimize our ecological footprint

At H.B. Fuller, sustainability is a priority, and we actively manage the environmental impact of our operations, people, and products. We optimize our processes to reduce resource usage, and we engage our employees in being accountable for reaching our sustainability targets.

We monitor our environmental footprint and continuously innovate for improved sustainability in our technologies and manufacturing practices. We also collaborate with customers to create solutions that help them meet their sustainability goals. Our adhesives 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



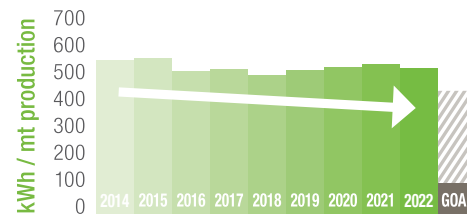
We focus on four key sustainability metrics: energy intensity, greenhouse gas emissions intensity, waste intensity, and water withdrawal intensity. Our sustainability metrics are intensity-based to show performance independent of business change. We normalize these metrics by metric tons of production to accommodate for changes in output. In 2022, we worked with professional services firm, WSP U.S., to validate our sustainability disclosures.

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

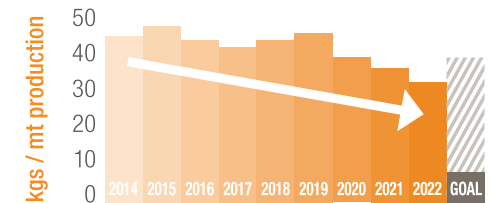


GOAL 3 PROGRESS

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

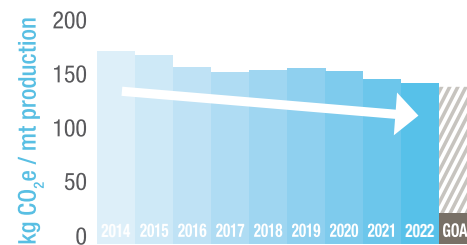


GOAL 2 PROGRESS

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) and refrigerants.

GHG Emissions Intensity

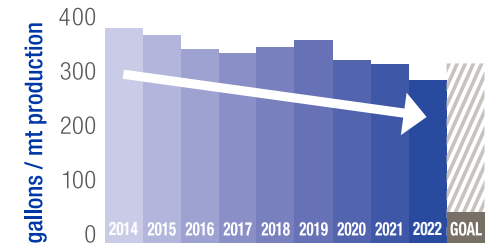


GOAL 4 PROGRESS

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 sources (e.g., natural gas-fired boilers, diesel generators, control equipment); mobile sources (e.g., fleet vehicles, fork trucks); and cooling systems (refrigerants).

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, 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.

Regional sustainability results



As noted, H.B. Fuller targets are intensity-based and therefore reflect business factors that directly or indirectly impact production volumes. However, we also track actual utilization and strive to reduce total energy use, greenhouse gas emissions, water use and waste disposal. These figures are reported on numerous platforms, including without limitation, CDP, EcoVadis, and the American Chemistry Council. In 2022, our sustainability data was collected and internally verified using Benchmark ESG software suite with independent support from our professional services firm, WSP U.S.

ENERGY USAGE (GWh)

Region	2018	2019	2020	2021	2022	vs last year
AP	55	60	55	58	59	↑
EIMEA	127	116	112	120	113	↓
LATAM	28	27	23	28	27	↓
NA	310	311	322	344	295	↓

WASTE (MT)

Region	2018	2019	2020	2021	2022	vs last year
AP	1,320	1,564	1,596	3,807	4,444	↑
EIMEA	6,691	6,637	6,734	6,693	5,801	↓
LATAM	1,547	1,107	1,066	1,954	1,760	↓
NA	36,796	36,994	29,390	24,535	18,856	↓

GHG EMISSIONS (MT)

Region	2018	2019	2020	2021	2022	vs last year
AP	28,999	30,725	28,434	24,118	26,887	↑
EIMEA	36,091	31,682	30,988	29,961	26,452	↓
LATAM	5,369	4,954	4,060	6,629	5,094	↓
NA	91,864	89,686	88,213	89,720	79,263	↓

WATER WITHDRAWAL (MG)

Region	2018	2019	2020	2021	2022	vs last year
AP	30	33	44	45	39	↓
EIMEA	63	63	49	53	44	↓
LATAM	31	27	11	15	14	↓
NA	240	236	215	210	179	↓

Regions include AP (Asia Pacific), EIMEA (Europe, India, Middle East, and Africa), LATAM (Latin America), and NA (North America).

Units of measure for the metrics on this page: Energy in GWh (Gigawatt hours), GHG in MT (metric tons), Waste in MT (metric tons), and Water in MG (million gallons).



Derek Sharron
Senior Global Director,
Environment, Health, Safety, Security
and Sustainability - EHS³

Living our responsibility, making progress toward our goals

H.B. Fuller recognizes the importance of protecting and preserving the environment while simultaneously growing our business for the benefit of our stakeholders. We put this understanding into practice through the development and implementation of corporate standards to comply with environmental laws, and through effective management systems designed to minimize our environmental footprint.

Many of our sites are certified to comply with globally-recognized management systems, including ISO[®] 14001 and the American Chemistry Council (ACC) Responsible Care[®] Management System (RCMS), to name a few. These certifications acknowledge our commitment to continual improvement and the pursuit of zero nonconformances.

In 2022, H.B. Fuller completed targeted capital investments in new treatment systems and technologies to reduce water discharge pollutants at nine locations across the globe. Our sites have developed a variety of ways to reuse and recycle waste, resulting in lower volumes going to landfills. We also implemented a new digital platform to support our global quality processes, enabling more collaboration within our business to further reduce waste and rework. In addition, we made investments to reduce energy and GHG emissions. These include onsite renewable energy generation, increased use of energy management systems, and an enhanced focus on operational discipline to improve efficiency in the way we make and distribute our products.

H.B. Fuller remains committed to “Winning the Right Way”. This includes a firm commitment to minimizing our impact on the planet while enabling our customers to offer sustainable products and services around the globe.

Embedding sustainability in everything we do

At H.B. Fuller, sustainability is foundational to who we are and a source of innovation and competitive advantage. We are committed to thoughtfully considering the impact of our operations, people, and products on the environment, the communities where we live and work, and our stakeholders around the world.

Our adhesives play a key role in helping address our customers’ biggest needs around sustainability — from recycling and compostability to enabling the circular economy. As we move forward, our team remains committed to working closely with customers worldwide to contribute to a safer, healthier, and better world for generations to come.

Our sustainability philosophy is deeply embedded in our values, culture, and processes, and we follow a holistic strategy that aims to:

- Enable our customers to improve their products and processes through solutions that help them achieve their sustainability goals.
- Optimize our facilities’ operations and process efficiency.
- Engage our employees in being knowledgeable about and responsible for safety, wellness, and achieving our sustainability targets.

The Bottom Line

Since establishing our global sustainability goals in 2014, H.B. Fuller has:



X 1,476

Reduced solid waste by 16,067 metric tons, saving 1,476 truck trips to the landfill



X 8,189

Reduced CO₂ emissions by 36,801 metric tons, which is equal to 8,189 passenger vehicles driven for one year



X 170

Reduced total water withdrawals by 112 million gallons, which is equal to 170 Olympic sized pools

New best-in-class digital ESG platform



In 2022, we continued to invest in our EHS model by improving the digital solutions used in our sustainability program data management. We partnered with Benchmark ESG® to implement an industry-leading software for collection, analysis, and reporting of our sustainability data in real-time.

The Benchmark software enables more robust data management, improved intelligence capabilities, and the ability to identify and implement initiatives that ensure we achieve goals tied to our four established sustainability metrics: energy, water, waste, and greenhouse gas emissions intensity. The software also plays a key role in enhancing internal synergies, driving wide implementation of best practices, and delivering on our ESG commitments.

Additionally, the enhancement of our digital data management system allows us to be more proficient in responding to external requests for information, reporting on our progress to stakeholders, and providing our customers with environmental impact assessments of our products with a much higher degree of confidence and improved speed.

“The new digital platform allows us to collect and deliver critical insights to maximize the value of our ESG data and supports and strengthens the achievement of our annual targets, compliance with legal requirements, and responses to customers and independent rating organizations.”

– Fiona Dean, EHS Data and Applications

PROJECT IN NUMBERS



102

Sites across 37 countries using the new platform



200+

Employees trained



96,000+

Lines of historic data migrated

Hazard identification and risk assessment

Comprising senior experts from corporate EHS and Regulatory Technology, H.B. Fuller’s Chemical Risk Management Committee (CRMC) made substantial progress toward improving and documenting the corporate risk assessment process in 2022. This process evaluates chemicals that may present an unacceptable risk to the company, our employees, the environment, our customers, or communities. The aim is to ensure that raw materials and finished products meet our highest safety standards and are in conformance with local regulations wherever we operate manufacturing facilities throughout the entire product lifecycle.



Sustainability Technical Subcommittee priorities



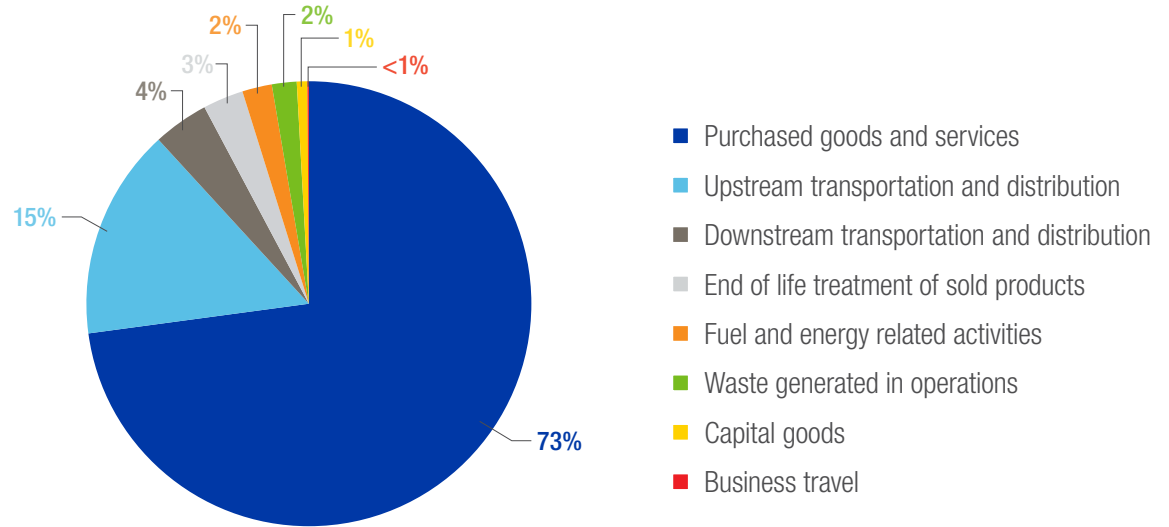
The H.B. Fuller Sustainability Technical Subcommittee (SusTech) focuses on continuous improvement, integration, and transparency across the company, serving as a lever to develop, monitor, advise, and report on various areas of intervention directly related to ESG matters. In 2022, we enhanced communication on key sustainability initiatives and established several cross-functional working groups dedicated to ESG program improvement in critical areas. Three such workstreams, including Scope 3, Customer Responsiveness, and Life Cycle Assessments (LCA), are highlighted below.

Scope 3 working group – Focus on climate action

Quantification of Scope 3 GHG emissions is an expectation within our industry and a material topic for H.B. Fuller. In addition to activities at our own sites, we strive to leverage our influence on areas of our value chain where we can contribute to extended CO₂ emissions reduction.

In 2022, H.B. Fuller’s Scope 3 group worked toward establishing a global program to classify, collect, quantify, and report data on relevant Scope 3 categories using the recognized methods of the Greenhouse Gas Protocol. Using available data and emission factors for eight relevant categories (including the three highest potential contributors), we found that H.B. Fuller’s Scope 3 accounts for 85% of the total CO₂ emissions for the company. Consistent with our industry, the category contributing the largest Scope 3 emissions was purchased goods and services, 82% of which come from raw materials. These 2021 Scope 3 emissions were reported to a variety of external organizations, such as CDP. The Scope 3 working group continues to focus on improving data collection, calculation, and reporting, and incorporating internal and external LCA information as it becomes available.

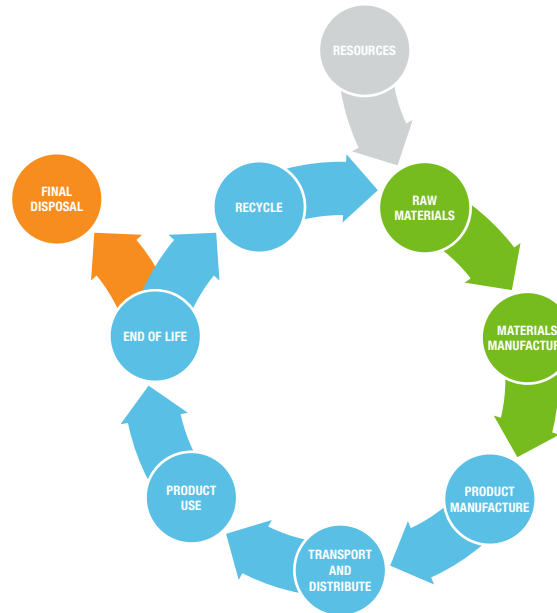
2021 EMISSIONS (METRIC TONS CO₂)





LCA working group – Focus on circular economy

In 2022, we conducted an internal stakeholder survey to assess the most pressing themes related to the footprint of our products and climate change across the entire value chain — from the raw materials we purchase to the marketing of our products. We then launched a cross-business working group to evaluate our existing processes and information, and to define the scope and capabilities necessary to standardize the development of product Life Cycle Assessments (LCA) data. The group investigated different methodologies available in the market for running specific LCA studies in ways that are compliant with ISO standards and anticipated legislation. These were evaluated against our technical requirements and specific customer needs. The group also analyzed the processes and experts required to meet H.B. Fuller’s data security standards, drive harmonization of methodology and reporting, and provide guidance for R&D formulators. The group ultimately recommended introducing a new database into the existing H.B. Fuller IT architecture, and are exploring opportunities to link to our ERP system. In 2023, this group will continue to grow LCA efforts across our business units using a “Real – Win – Worth” analysis to support decision-making.



Input Resources

- Energy Demand
- Water Use & Consumption

Output Resources

- Acidification
- Eutrophication
- Smog Formation
- Human & Ecotoxicity
- Water Scarcity
- Ozone Depletion
- Global Warming

Customer Responsiveness working group – Focus on external parties

The H.B. Fuller SusTech Customer Responsiveness working group was created to build a new, more efficient digital system for coordinating the increasing number of ESG information requests received at H.B. Fuller. Our end-to-end customer response process was significantly improved by this group, which introduced a new platform to ensure transparency and consistency of responsive information, engage the right experts at the right time to properly validate responses, and reduce completion time. The new online platform also allows us to identify gaps and customer trends, update content regularly, and run analytics at a global or site scale. In 2022, the working group successfully implemented the new platform in Europe, India, the Middle East and Africa (EIMEA) and will extend it to other regions in 2023.

Reducing our environmental footprint



Our sustainability leadership has long been rooted in our enterprise-wide commitment to operational efficiency and environmental stewardship. Here are just a few examples of the actions we took across some of our manufacturing facilities in 2022 to reduce our environmental footprint.



Vancouver, US

We reduced solid waste at our Vancouver, Wash., site with a return and reuse program for fibrous material used in the manufacture of our adhesive coated tapes and strings. This project eliminated approximately 13 tons of still valuable material from going to landfill, with significant cost savings.



H.B. Fuller headquarters, US

We opened our first fully dedicated sustainability laboratory at our world headquarters in Saint Paul, Minn., to work across our global business units. The new R&D lab, which also serves as a customer showcase, is equipped with state-of-the-art technology to test solutions for a variety of applications, such as flexible packaging, paper cups and barrier coatings.



Pirmasens and Langelshiem, Germany

Our sites in Pirmasens and Langelshiem used smart metering and energy savings opportunities to significantly reduce natural gas and electric use in our production processes. Projects included process redesign, lighting upgrades, baseload reduction, and compressed air optimization. Combined, these projects contributed to more than 2,000 MWh of total energy savings across both facilities.



Guangzhou, China

This facility made concerted energy savings efforts that resulted in a 12% reduction in electric energy consumption. These efforts included adjustments to its extensive compressed air system that reduced operating pressure as well as a dedicated program for identifying and fixing leaks. The site also made improvements to its chiller/cooling system using higher efficiency temperatures and installed a new PLC controller for the chillers. In 2022, H.B. Fuller officially opened a new Technical Center in this facility to accelerate our R&D capabilities in Asia Pacific.



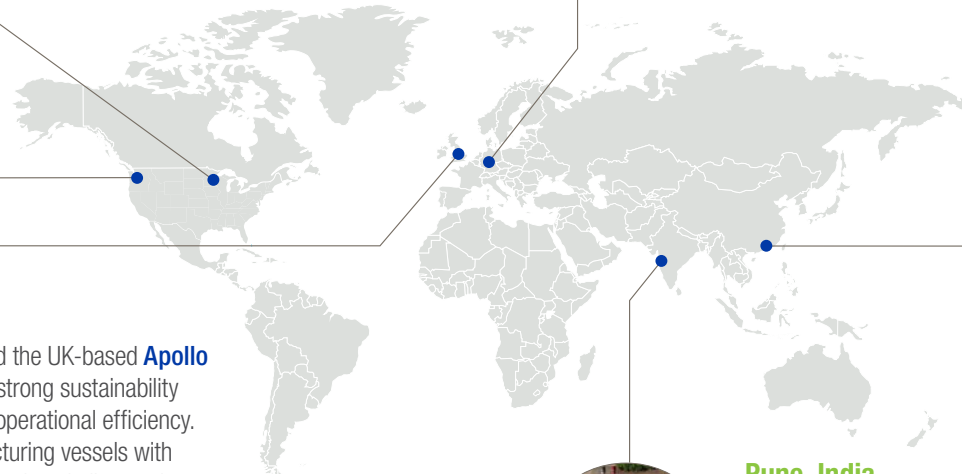
Tamworth, UK

In 2022, H.B. Fuller welcomed the UK-based **Apollo Chemicals**, a company with strong sustainability management and a focus on operational efficiency. The team washes its manufacturing vessels with solvent previously used for cleaning similar product batches. (Solvents can be reused multiple times until no longer viable, reducing overall solvent use and waste disposal.) The team also installed high-level fill protection with sensors on the vessels, which prevents more solvent being pumped to the point of overflow and significantly reducing the chance of spillage.



Pune, India

We implemented a **large clean energy installation** at our site in Pune, comprising 1,550 solar panels produced with our TONSAN® products on a 4,000-square-meter roof that generates 650 kW AC of renewable energy for the plant. This installation will reduce the facility's overall electricity consumption by 30% and CO₂ emissions by 850 tons per year.



Site achievements



We believe every business must be a sustainable business and we always strive for the best results for our customers and our company. In 2022, we were recognized by several leading organizations for our commitment to operating responsibly.

Global multi-site ISO 9001:2015 Certification

H.B. Fuller's Global Integrated Management System is now certified according to the ISO 9001:2015 (Quality Management Systems) standard. This is the first time we have obtained this global certification, which includes 30 sites across North America and EIMEA.

Regional and Site ISO 14001:2015 Certification

H.B. Fuller has multisite ISO 14001:2015 (Environmental Management) certification for the EIMEA region and several individual site certifications across our other regions. We intend to extend our ISO 14001:2015 matrix certification to new sites each year, with the goal of securing a global matrix certificate that is integrated with ISO 9001.

North America RCMS Re-Certification

We successfully passed a third-party compliance audit demonstrating our ongoing commitment to the American Chemistry Council (ACC) Responsible Care® Management System (RCMS). H.B. Fuller has 15 North American sites participating in the RCMS.

Rionegro, Colombia

Our facility in Colombia was recently recognized by CORNARE, a local environmental government entity, as one of the top 30 companies committed to leading sustainability in its operations in Antioquia's eastern region.



France and Germany

Our facilities in Nienburg, Germany; Surbourg, France; and R&D and other remote functions in Manhein, Germany, passed the surveillance audit for the IATF 16949:2016 standards for Automotive.



Guarulhos, Brazil

Our facility in Brazil coordinated with the federal and Civil Police, the Army and Navy, the Ministry of Environment – Ibama, and the National Agency for Land Transportation – ANTT to perform critical emergency response simulation training for potential chemical accidents on the important Anhanguera highway in São Paulo state.



Mesquite, US

Our plant in Mesquite, Texas, specializes in manufacturing hot melt adhesives and completed its Food Safety System Certification (FSSC 22000) in 2022. This is a recognized industry standard for food packaging suppliers in accordance with the Global Food Safety Initiative (GFSI), a coalition of action from the Consumer Goods Forum (CGF).

H.B. Fuller headquarters, US

Our headquarters' location in Minnesota was recently recognized with an Outstanding Achievement Award in Occupational Safety as part of the Minnesota Safety Council's (MSC's) Governor's Safety Award.

Contributing to the circular economy: Technologies and partnerships



H.B. Fuller's reach goes far beyond our own operations. **Our commitment to meeting demand** for greener, cleaner, safer products underpins our innovation framework. We anticipate market needs and bring together capabilities across our organization to develop and deliver formulations at scale that help manufacturers achieve their sustainability goals. In fact, more than 50% of our new product development focuses on sustainable solutions across our global businesses.

Construction Adhesives

H.B. Fuller's Construction Adhesives (CA) global business unit is focused on several key product innovation priorities: easier and faster installation, labor reduction, driving toward more sustainable building products, and expansion of our portfolio for improved energy efficiency.

Industry collaboration

Our CA teams actively participate in external associations and committees, continuously striving to improve processes, formulas, and standards to minimize our environmental impact. In 2022, H.B. Fuller led a volatile organic compounds (VOC) task force of manufacturers and industry association representatives through the Single Ply Roofing Industry (SPRI) organization. The task force addressed newly proposed environmental regulations and restrictions and engaged in co-creation of solutions beneficial to the industry and the planet.

With the same purpose, H.B. Fuller worked alongside several grout and mortar companies in partnership with the Tile Council of North America on two LCAs. These LCA generated the data needed to create an industry-wide Environmental Product Declaration (EPD), which objectively reports verified data on how a product impacts the environment across its entire lifecycle. EPDs are often required by project specifications.

Commitment to standards that protect the environment

Our CA business offers a wide range of adhesives that meet the low VOC requirements of regional air quality management authorities, including the California Department of Public Health (CDPH), Southcoast Air Quality Management District (SCAQMD), and the Ozone Transport Commission (OTC), to name a few. While CDPH certified products contribute to better indoor air quality, the strict criteria imposed under SCAQMD, OCT, and others with which we comply contribute to better outdoor air quality. In fact, we have over 100 active products that meet these criteria and can be used in regions with strict VOC regulations.

In addition to low VOC, our Commercial Roofing segment offers two-component polyurethane canister certified adhesives that contain no high Global Warming Potential (GWP) propellants.

In 2022, our Flooring portfolio held certifications with FloorScore®, Carpet and Rug Institute's Green Label Plus™, and MAS Certified Green®. We also maintain Material Health Certificates with Cradle to Cradle, a globally recognized standard for products that are safe, circular, and responsibly made. H.B. Fuller was the first adhesives manufacturer to obtain the highest level of this certification.

Sustainable adhesives

In 2022, we introduced our **Millennium Sprayable PVC Single-Ply Bonding Adhesive**, a product used for adhering PVC waterproofing membranes to roof surfaces. Technical teams across the organization developed this unique adhesive and modified the canister formulation to have approximately 2x the coverage rate and lower VOCs versus other sprayable PVC bonding adhesives, resulting in a nearly 70% reduction in VOC emissions. The adhesives enable higher energy efficiency of a building when compared to traditional membrane attachment methods. The product's packaging is 100% recyclable once the adhesive is completely dispensed and the cylinder is depressurized.





Engineering Adhesives

At H.B. Fuller, we constantly monitor the intersection of trends and technology. Energy efficiency, product durability/repairability and end of life, and clean air are examples of the megatrends that figure prominently into our Engineering Adhesives business, where we are making significant investments in developing new, sustainable solutions that enable a circular economy.

Industry collaboration

H.B. Fuller and Covestro **partnered** with office furniture manufacturer Sunon and other industrial chain partners in the “Green and Sustainable Office Furniture Strategic Collaboration,” which is aimed at accelerating commercial applications of innovative circular materials, reducing the carbon footprint of products, and supporting the low-carbon development of office furniture industry. The collaboration focuses on the application and commercialization of bio-based waterborne coatings, biomass foams, microfiber materials, and furniture adhesives as well as post-industrial recycled polycarbonate materials.



Our EA business is also part of the Automated Hybrid Welding of Metal Fasteners to Fiber-Reinforced Polymer Composites (**HyBe**) project, in collaboration with other industry partners and academia. Funded by the German Federal Ministry for Economic Affairs and Climate Action (reference KK5003706FF1), the project’s aim is to advance efficient lightweight engineering and develop an industry-ready hybrid joining process with suitable technology for automated, digitized and energy-efficient inductive joining of metallic fasteners to thermoplastic FRPC.



Commitment to standards that protect the environment

In 2022, we introduced a more sustainable reactive polyurethane hot melt (HMMC) adhesives range for textile lamination based on new polyester polyols’ types, made with recycled content from PET bottles and bio-based polyols. These new solutions contain bio-mass balanced isocyanate as replacement of the fossil MDI. By combining these renewable sources, we have tested and reached sustainability rates from 50% to 90%. Our Swift®lock product family is used to laminate fabrics to fabrics and fabrics to membranes for fashion clothing, sportswear, lingerie and workwear clothing. These products meet the requirements of the independent certification system ECO-PASSPORT by OEKOTEX®, ensuring that textile manufacturers are able to produce STANDARD 100 by OEKOTEX certified products.



Innovation Award

H.B. Fuller was recognized by **The Adhesive and Sealant Council (ASC)** as First Runner Up for the 2022 Best Innovations Award for our patented **low monomer/emission reactive hot melt adhesive**, which converts conventional reactive hot melts to their low monomer counterpart. Our Rakoll products with low monomer content are made of more sustainable chemical components and maximize business efficiencies, allowing flexible formulations that combine different green strengths, viscosities, and open time. They are free from hazardous labeling, exempt from ECHA restriction in Europe, support safe and non-hazardous workplace conditions, and can be used without changes to processes or application equipment in industries like woodworking, automotive, graphic arts, and electronics.



Sustainable adhesives

As demand for **electric vehicles** (EVs) and reduced carbon emissions grows, H.B. Fuller is playing a critical role in the advancement of innovative, sustainable technologies for the automotive industry. **Our solutions** support the development of safer, ultra-lightweight fire-retardant materials that increase mileage range, reduce charging frequency, and lower energy consumption and carbon emission. We also introduced a specialized one-of-a-kind thermal plastic recyclable sealant that allows repeatable serviceability to battery pack enclosures, creating a sustainable solution that can be reused, repurposed, or recycled at the end of a vehicle's life.



H.B. Fuller also develops technologies that adhere solar panels to the exterior of vehicles — including buses, trucks, RVs, and fleet vehicles. Our polyolefin encapsulants enable solar cells to perform as designed but with lighter weight. Our advanced line of adhesives to attach these solar panels to the surface of a vehicle eliminates the need for the engine to provide electricity to the refrigeration, tailgate functions and cabin battery.

Hygiene, Health and Consumable Adhesives

H.B. Fuller has a rich history of developing environmentally responsible products. In fact, more than 55% of the product portfolio for our Hygiene, Health and Consumable (HHC) Adhesives global business unit comprises sustainable solutions. Key priorities include developing innovations for rigid packaging alternatives that enable a circular economy; designing for compostability and mechanical recycling in flexible materials; and moving away from chemicals of concern in personal care products. (Listen to some of our HHC experts discuss the markets we serve on H.B. Fuller's **Glue Talks Podcast**.)

Industry collaboration

The environmental challenges facing the world today — as well as growing demand for low ecological impact products — require a multifaceted, collaborative approach throughout the value chain. Below are some examples of steps our company has taken to advance the circular economy across the packaging industry.

In 2022, **H.B. Fuller joined the 4evergreen alliance**, a cross-industry alliance hosted by the Confederation of European Paper Industries (Cepi) to improve the circularity of fiber-based packaging. The initiative brings together a diverse network of approximately 100 organizations and stakeholders throughout the packaging value chain. **The goal** is to push for innovation throughout the sector and develop robust, fact-based guidelines for the future of fiber-based packaging.

H.B. Fuller is also a member of the Association of Plastic Recyclers (**APR**) and the Sustainable Packaging Coalition (**SPC**). These organizations work collaboratively with their membership to understand shifting legislation and needs that impact the packaging industry, specifically in the United States. Efforts include continued educational outreach; creating clear guidelines such as **APR's Design® Guide**, which ensures products are truly recycling compatible; and preferred labeling schemes such as **How2Compost**, a standardized on-package label indicating whether a package is a BPI-certified compostable product.

H.B. Fuller partners globally with CMC box-on-demand equipment manufacturer to create right-sized, sustainable e-commerce packaging using our Advantra® hot melts for case sealing. Through this partnership, H.B. Fuller helps large global e-tailers reduce excess packaging and waste, enabling a circular economy.





Sustainable adhesives

Plastic and paper labels on PET and glass bottles need to stay firmly in place when put in ice buckets or exposed to high humidity conditions. Labels should also be easily removable once the container enters the recycling or refill process. **H.B. Fuller Earthic™ adhesives** for PET and glass bottles achieve high performance during use and enable complete wash-off. For glass bottles, our H.B. Fuller Earthic technology permits customers to reduce water washing temperature and detergent concentration, driving savings and less impact on the environment.



Per- and polyfluoroalkyl substances (PFAs) are a common industrial chemical used to coat food packaging, but they can cause harm to humans and the environment. To address this, our R&D team created a customized Swift®tak Earthic™ water-based adhesive to successfully bond to PFA-free (fluoro-free) substrates to help our customers comply with rapidly changing food safety regulations.

The introduction of H.B. Fuller's Flextra® MR solvent-free mechanical recycling-ready adhesives expands our customers' flexible packaging sustainability options. As the demand for recycling filmic structures increases, the Flextra MR series allows for converters to meet the needs of monomaterials and traditional structures. The technology does not impact the mechanical recycling process of polyolefin laminates and can be used to bond films with recycled content, increasing sustainability. Additionally, it is suitable for the lamination of printed and unprinted, transparent, and metallized structures, in addition to providing high bond strength and good heat resistance.

H.B. Fuller's Full-Care™ positioning adhesive contains 75% bio-content. The product reduces adhesive use by up to 20%, decreasing energy usage and handling for customers and reducing transportation-related emissions.



Sustainable Supplier Award

In 2022, H.B. Fuller was distinguished by the India Disposable Hygiene Products Forum (IDHPF) as the most "Sustainable Raw Material Supplier for Disposable Hygiene Products in India" for being a responsible supplier and for contributing to advance the hygiene industry in that country.

WORKPLACE

Engaging employees around the world

At H.B. Fuller, we have built our reputation on a foundation of dependability and trust. We earn that trust by ensuring our actions and behaviors are always in line with our company's values: The Essence of Courage, the Power of Collaboration, and the Spirit of Winning.

Respect for global human rights principles is embedded into our policies, systems, and processes. This integrated approach reflects our longstanding commitment to improving the lives of employees and communities where we live and work.

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

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





Nathan Weaver

Senior Vice President, Human Resources & Communications, ESG

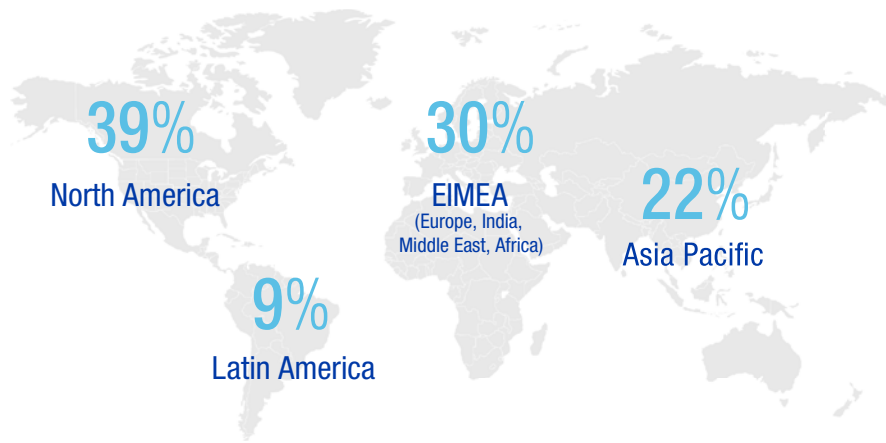
Empowering and supporting our people

Our 7,000 employees are the driving force behind our mission to Connect What Matters to solve the world's greatest challenges. We are committed to providing an environment that supports employees and helps each member of the team be at their best. This starts with our mantra of "Winning the Right Way." We conduct our business following the highest of ethical standards. We also commit to win together, as a team, and to not place the gains of any individual above those of the team. This creates an environment where employees are not placed in situations that compromise their values and where they support one another as we strive for the greater good.

We believe in the power of collaboration. We are stronger when we work together and leverage the abilities of all team members. Our employees are in over 50 countries and come from many different backgrounds. This diversity nurtures our winning spirit and entrepreneurial culture. Our global business structure facilitates connections around the world to drive innovation, solve problems for our customers, and strengthen the skills of our employees.

Employees can count on competitive pay and benefits, but it takes much more than this to create engagement. We promote powerful internal communities through our Employee Networking Groups (ENGs). Job and career growth are important pillars in our organization, and are supported through a variety of programs, such as our recently launched global mentoring program and our global scholarship program for children of H.B. Fuller employees. We also help our surrounding communities through volunteerism and our company foundation. In this section, you'll learn more about what we are doing to support our valued employees.

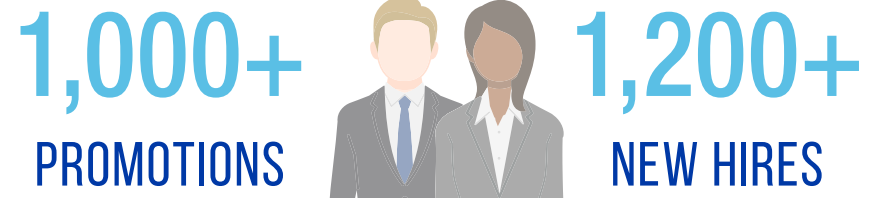
OUR CULTURALLY DIVERSE WORKFORCE IN 2022



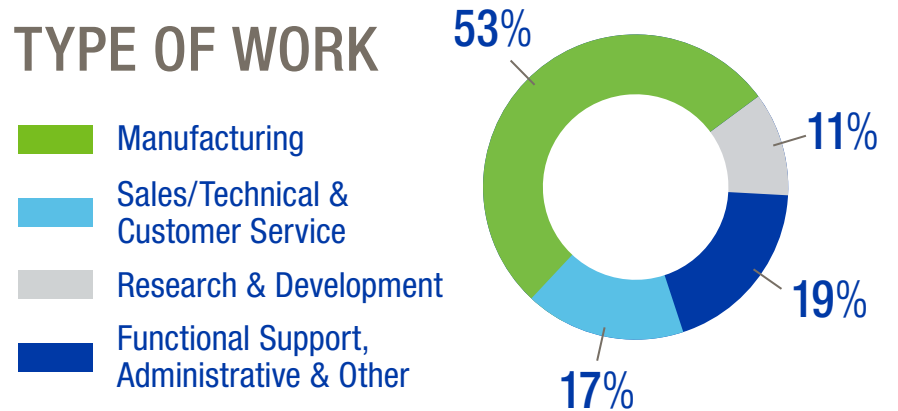
7,000+ EMPLOYEES IN **34** COUNTRIES
59,000+ HOURS OF TRAINING

38% SELF-REQUESTED AN OPTIONAL LEARNING CENTER COURSE

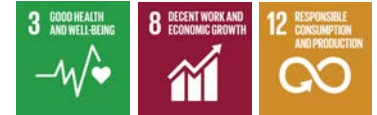
IN 2022, WE SURVEYED OUR ENTIRE ORGANIZATION ABOUT H.B. FULLER'S CULTURE, AND **61%** OF EMPLOYEES RATED "CORE VALUES/ETHICS" AS OUR HIGHEST-SCORING ESSENTIAL BEHAVIOR (84 POINTS IN 100).



TYPE OF WORK



First things first: Health, safety and well-being for all employees



“Nothing we do is worth getting hurt for — safety first, always.” At H.B. Fuller, this is our motto and something we advocate for every day. Safety is crucial to our success and to the well-being of our team. Our safety approach drives our employees to embrace safety as a serious and personal issue. Strong, reliable safety practices contribute to an environment where employees bring passion, leadership, and accountability to their work, while adding expertise and innovation to our products. This is only possible with the commitment of all, and we continuously encourage employees to be empowered and accountable for raising safety concerns to ensure they leave work safe and healthy every day.

2022 GLOBAL SAFETY RESULTS

	2019	2020	2021	2022
Recordable Injury Rate	0.93	0.77	0.87	0.71
Lost Workday Injury Rate	0.43	0.28	0.45	0.35

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.

“Zero injuries, zero pollution and zero violations. Our safety goals are simple, and this collective aspiration shapes the way we perform every day. We focus on three areas to drive continual improvement and risk reduction in our EHS^{3*} performance: People & Talent, Risk Assessment & Control Methods, and Leadership Engagement. We will continue to build capability in these focus areas to enable our continued success.”

– Peter Montagna, Director, Environment, Health and Safety



Prioritizing EHS policies and 2022 achievements



Meeting and exceeding our Environment, Health, Safety, Security and Sustainability – EHS³* goals is a top priority at H.B. Fuller. In 2022, the team led the establishment of a new EHS³ management system framework focused on four components: planning, execution (hazard and risk identification), assessment and adjustment. While this framework serves as a long-term improvement strategy, the tactical planning and other dimensions of the framework are annually evaluated to ensure continual system improvement. Operator training and standards based on process technology, equipment, and process controls are just a few of the various ways we achieve our goals. In recent years, we have advanced these programs and associated tools with external partners such as the American Chemistry Council and the Board of Certified Safety Professionals.

Improvements in process safety

Process safety focuses on preventing fires, explosions, and toxic releases that may impact employees, contractors, the environment, and the community. H.B. Fuller realized a ~50% reduction during 2022 related to fires and loss of containment events. Programs and procedures implemented by our EHS³ and Operations teams included proactive risk analysis; process and equipment standards; and a new electronic Management of Change tool. Our employees also completed an American Chemical Society process safety leadership workshop and implemented a comprehensive operator training program in partnership with the Society of Chemical Manufacturers and Affiliates.

Safety Day: Bringing our everyday safety motto to life

Throughout the year, we highlight different topics to raise awareness, encourage positive safety behaviors, and eliminate risk. In 2022, we took numerous preventive actions at the facility level in the regions where we operate.

One example is our annual Safety Day, designed to reinforce safety's importance, create global synergies, and foster direct dialogue about EHS³ among employees. Safety Day includes hands-on activities and diverse educational modules that raise employee awareness on issues related to health, safety, well-being, and protecting the environment — empowering our people to be accountable for their actions and for taking part in our EHS³ framework. From warm-up, stretching, and ergonomic exercises to fire extinguisher training and basic life support skills, the event covers a wide array of safety topics. During the program, employees engage in safety competitions, participate in safety-related recognition programs, and experience real-life disabilities caused by work-related accidents in a sensory analysis laboratory.



H.B. Fuller in Costa Rica spotlight

H.B. Fuller's Costa Rica team did it all in 2022, covering EHS areas at full. In addition to participating in their usual recycling initiatives, Costa Rica employees were encouraged to use Ecobots, an initiative that promotes more sustainable consumer habits by recycling packaging in specific bins in exchange for discount coupons for associated local brands. The local team also hosted a three-month nutrition competition for employees that resulted in nearly 65 kg of bodyfat lost and 20 kg of muscle gained. The event featured mental health sessions and incentives to participate in sports such as soccer and yoga. Other regular exercise classes are also made available to employees throughout the year.

Caring for our people



Employees are the glue that holds H.B. Fuller together. While our benefits vary by market, they are designed to attract top talent and build long-term relationships with our people. In 2022, we launched several market-competitive programs and extended benefits to ensure our employees feel supported and recognized.

Paid Parental Leave

The U.S. H.B. Fuller Paid Parental Leave program began in 2022 and provides 100% paid time off for up to six weeks for employees (birthing and non-birthing parents) to bond with a child after their birth or adoption, in addition to other benefits, such as short-term disability for the birthing parent — without the need to use their Paid Time Off (PTO). Globally, parental leave and time away are handled in accordance with each country’s local laws.

Global Employee Assistance Program (EAP)

H.B. Fuller recently rolled out a new Global EAP program in participating countries that provides employees and their families with confidential support, resources, and information for personal and work-life issues. These free services include connection to the right mental health professionals, counseling services, community resources, and phone consultation on financial, legal or wellness concerns.

Transforming our US headquarters space

In 2022, we renovated several H.B. Fuller locations to accommodate new ways of working, including our headquarters campus in Saint Paul, Minn., where we created a dedicated flexible workspace for visitors and virtual employees. The new design features a range of modern spaces, from open floor desks and closed offices to comfortable booths and soundproof standing boxes.



H.B. Fuller Recognition Program

H.B. Fuller’s employee recognition program is designed to reward teams and individuals who go above and beyond their day-to-day responsibilities and demonstrate our core values: the Spirit of Winning, the Power of Collaboration, and the Essence of Courage.

With our Spirit and Power Awards, all employees can nominate individuals or teams who go above and beyond their day-to-day responsibilities to make a difference and drive growth. Members of our leadership team are also eligible to receive H.B. Fuller’s annual “Best of” Awards, which are given to our leaders who have made significant, meaningful contributions to the company several categories.

The Essence Award is H.B. Fuller’s highest level of employee recognition, and rewards leaders who achieve exceptional leadership and game-changing results. In 2022, we honored Scott Walker (left), senior principal engineer in Engineering Adhesives, and Ron Vollmer (right), vice president, commercial roofing, in Construction Adhesives for their achievements. Scott was recognized for his work as the integration manager of an important acquisition, and Ron was honored for his contributions to growing H.B. Fuller’s roofing business.



HBF Recognize

A service anniversary is a remarkable milestone in an employee’s career and deserves to be shared, celebrated, and appreciated. In 2022, we launched HBF Recognize, which celebrates and rewards employees for their years of service to the company. Depending on the country, different forms of appreciation are offered.

Supporting higher education

We seek the brightest people, with a range of experiences, and invest in them by providing a safe and inclusive environment and opportunities to grow, combined with lifelong learning and education access for both employees and dependents.

In the 1970s, H.B. Fuller established a scholarship program to help dependent children of eligible employees finance their post-secondary education. In 1994, the scholarship program was expanded globally and renamed the Elmer and Eleanor Andersen Global Scholarship in honor of Mr. Andersen's 60-year service to our company. Over the years, H.B. Fuller has awarded over \$1.8 million in scholarships to 1,374 students.

Recipients are selected based on academic record, demonstrated leadership and participation in school and community activities, honors, work experience and/or home responsibilities, a statement of educational and career goals and objectives, and unusual personal or family circumstances.

“Thank you to H.B. Fuller! This past December, my daughter graduated with her RN degree. She received scholarship money from the company on three occasions, helping her not have to worry about paying for school and focus on the work. Recently, she took her NCLEX exam and passed it in 46 minutes on the first shot! So again, thank you, Fuller family!”

– Aaron Thomas, Shift Manager, Paducah, Ky., U.S.

H.B. Fuller also provides tuition reimbursement to employees who want to pursue a degree linked to their job or profession. Examples include employees completing an undergraduate degree, attending a trade school, or pursuing a graduate degree that helps them advance in their role or become eligible for a new position within H.B. Fuller.



Learning from one another

As a global company, we strive to create a sense of community that transcends and embraces various cultures and languages. One way we do this is by offering multiple pathways for employees to learn from one another. H.B. Fuller's English Language Coaching Program is one such pathway. The program pairs English-speaking employees with a Chinese-speaking colleague. Each pair meets twice a month for 30 minutes to chat and practice foreign language skills in a casual, low-pressure environment.



Capturing talent and nurturing long-term connections

Each time we invest in our people, we invest in our communities and the growth and future of our company.

A great place to work in Portugal

In 2022, H.B. Fuller proactively increased entry-level wages for our Portuguese operations functions to a rate above the national minimum and ahead of other manufacturing players in the market. Locally, our employees are also rewarded with cash compensation and bonus, stock, and a comprehensive set of benefits and services. We also promote employee engagement in the region and worldwide through team-building activities, volunteerism and community service.

Early in 2023, H.B. Fuller improved its 12-month internship program in Portugal, increasing interns' salary and food allowance, while providing attractive career opportunities to entry-level talent with little or no experience. Currently, our site boasts a 70% conversion rate of internships into work contracts, further demonstrating H.B. Fuller's commitment to developing global talent.



In 2022, H.B. Fuller was recognized as one of the Top 50 Best Companies to Work For in Portugal for the second consecutive year by *Exame Portugal* magazine. In collaboration with ManPower Group Portugal and AESE Business school, the publication recognizes businesses that meet specific requirements — from organizational practices, community involvement and people practices to culture, the environment, society, and governance.

“We believe that an adequate wage, combined with a strong, inclusive corporate culture and a thriving working environment, are key elements of the promotion of professional and personal well-being, development and productivity.”

— Paulo Ribeiro, Human Resources, Portugal and Spain



H.B. Fuller Costa Rica named among best companies for young professionals

Work environment, quality of life, reputation, infrastructure, diversity, culture, innovation, recognition, benefits, talent, and career development — these are the key topics evaluated by the Employers for Youth (EFY). This quantitative study recognizes the best companies for young professionals (18-35 years old) in Latin America, and is the largest study of its kind worldwide. Over 1,000 companies took part in the study. In Costa Rica, H.B. Fuller ranked no. 12 in 2022.

“Talent Up”: Building operations leadership and diverse talent



In 2022, we launched a new “Talent Up Program” in the U.S. to grow and develop our operations team and build manufacturing bench strength. The four-month development experience includes classroom training, hands-on practice, job shadowing and stretch project work. To date, 60% of program participants have been promoted, 20% of whom are women and 10% of whom include underrepresented minorities (URMs). The second annual edition of the program will take place in 2023; it is open to all operations employees with aspirations to become people managers, take on new challenges, and have a more significant impact on H.B. Fuller’s business.



“Thank you so much for putting this program together. I have already benefited so much in terms of increasing my leadership skills and effectiveness as a communicator, and helping to make my site a better and more enjoyable place to work. Being given the opportunity to see other plants across the country has been memorable and something I am very grateful to have experienced. This makes me excited to continue to grow with H.B. Fuller.”

– Joseph Hart, process engineer,
South Bend plant, Ind., U.S.

Women in Leadership

H.B. Fuller has a long history of developing women leaders across our organization and in our senior ranks. Currently, more than 40 percent of our board of directors comprises women leaders, and in 2022, we appointed our **first female CEO** in the company’s more than 135-year history.

We also support career and professional development for women through an array of programs, including:

- Women at Fuller (W@F) Employee Network Group
- Succession planning
- Parental leave and time off programs
- Formal mentorship programs
- Development opportunities through “Project Redeploy”

Enhancing our inclusive and diverse culture

H.B. Fuller’s commitment to diversity and inclusion is essential to accessing talent and unleashing game-changing innovation. With this in mind, H.B. Fuller Employee Network Groups (ENGs) were formally launched in 2021.

There are currently three ENGs active in the U.S.: Black Employee Network (BEN), Next Generation Professionals (NextGen Pros), and Women at Fuller (W@F). In 2022, we expanded our W@F and NextGen Pros program in Latin America, and we continue to explore further expansion. Together, these groups have grown to involve nearly 1,000 employees across North America and Latin America as of 2022.



“Joining the BEN gave me an opportunity to showcase my talents in ways that I wouldn’t have been able to without this group. At our meetings, I was able to network and participate in relevant discussions with leaders I don’t regularly work with. During one session, another BEN member picked up on my experience and passion and encouraged me to engage with a part of the business I enjoy the most. This led to a new position that really utilizes all that I have to offer the company. It has been a wonderfully transformative experience.”

– Jacqueline Hartman, BEN member

GOVERNANCE

A business focused on ethics, quality, and safety

H.B. Fuller has a strong reputation of doing business with integrity and innovating responsibly for more than 135 years.

We are committed to meeting or exceeding the regulations that govern our work, supporting and respecting the rights of all people. Our promise to respect the law and internationally proclaimed ethics and human rights principles is the common thread connecting our business, operations, people, and suppliers and is firmly rooted in our corporate policies.

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 the Code of Business Conduct. When issues arise, employees have access to various resources to report their concerns anonymously.

At H.B. Fuller, we are committed to safeguarding confidential information, data privacy, and information security. As a global company with a tradition of upholding the highest ethical business standards, we respect and are committed to protecting personal data in a manner that is consistent with business needs and the laws of the countries in which we operate.





Tim Keenan
Senior Vice President, General
Counsel and Corporate Secretary

Winning the Right Way, every day

At H.B. Fuller, our values and strong commitment to integrity make us a trusted partner to customers and communities around the world.

Our environmental, social and governance (ESG) programs are a source of competitive advantage that is increasingly embedded in everything we do.

Our approach to governance is supported by industry best practices and a best-in-class framework, which includes guidelines around disclosure, transparency, and zero-tolerance retaliation as well as Board independence, diversity, and rotation.

Our governance efforts include executive-led, strategic committees focused on communicating the company’s vision for sustainability, ethics, data privacy, cybersecurity, and environmental, health, and safety (EHS).

We consistently strive to model appropriate governance behaviors and continually review our human rights position and associated supply chain transparency.

By establishing an independent and diverse Board of Directors, a Business Ethics and Compliance Committee, a robust Code of Business Conduct and core policies applicable to all employees, we expect our organization to adopt an open and ethical culture in compliance with the highest ethics standards. “Winning the Right Way” — the first time and every time — is how we ultimately enhance trust with our stakeholders, customers and partners around the world, each and every day.

OUR CORPORATE GOVERNANCE STATISTICS IN 2022



BOARD COMPOSITION AND LEADERSHIP

- **8 of 9** independent directors
- **44% female** 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 **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

- **95% completion rate of Compliance and Business Conduct** training
- **Code of Business Conduct** available in **10 languages**
- **1,500+ online** training sessions/ resources in our **Global Learning Center** platform

Foundational corporate policies:

Our commitments to ethics, human rights and corporate governance are a key driver of our business strategy and the foundation on which we build trust.

- [Code of Business Conduct](#)
- [Human Rights Policy](#)
- [Supplier Expectations Letter](#)
- [Conflict Minerals Policy](#)
- [Modern Slavery and Human Trafficking Statement](#)
- [Confidential Information, Information Security and Data Privacy Statement](#)
- [Political Advocacy Statement](#)

Shaping a strong ethical culture

H.B. Fuller is recognized as a leading **ESG** company for its commitment to delivering the right results in the right way. We are focused on operating safely and sustainably, ensuring a diverse and inclusive workforce, and striving to make a difference through social impact initiatives. We are committed to ongoing compliance with a wide range of laws and regulations that govern our business and to upholding the highest ethical standards, regardless of when and where we conduct business.

H.B. Fuller manages business ethics and compliance in several ways, including:

Empowering employees through training – Our Code of Business Conduct embodies H.B. Fuller’s corporate compliance. Available in 10 languages, it summarizes our practices and guides our everyday actions and interactions with stakeholders. On an annual basis, all employees, including directors and executive officers, are required to complete online training on our Code, and on core policy and ethics topics such as Harassment, Workplace Violence, Gifts & Entertainment, Conflicts of Interest, Health & Safety, Proprietary Information, Hotline Reporting & Investigations, and Ethical Leadership. In 2022, we achieved global training completion rates of 95% across our organization. We continually assess and refine our Ethics & Compliance program and training to ensure it remains relevant and effective. In 2023, we are refreshing and modernizing our program with the launch of a more interactive and inclusive online format.

Providing ethics resources – To ensure employees comprehend and adopt our ethical principles, we offer a range of resources. When difficult issues arise, we encourage employees to ask questions and seek advice from their manager, Human Resources, or our Law department. Employees can also report their concern(s) 24/7, online or by phone, via our ethics helpline. Reports can be made anonymously, where legally permitted.

Ensuring a safe place to work – The safety of our employees, contractors and visitors is our highest priority. To ensure a safe work environment, H.B. Fuller has a zero-tolerance policy on violence. Behaviors that violate this policy are subject to discipline, up to and including employment termination.



“Speak Up”: Fostering an open and cooperative culture

H.B. Fuller’s ethics helpline is available 24/7, via phone or online, in the reporter’s language of choice. We encourage and empower our people to speak up safely if they experience, see or become aware of any inappropriate behavior, including any form of disrespect, harassment or discrimination — or have any concerns about unethical or illegal behavior. Each report is reviewed by the company’s Ethics & Compliance team and escalated as appropriate for investigation and response, including suitable corrective actions. We take all concerns raised seriously, and we do not tolerate retaliation based on reporting or participating in an investigation. In 2023, the company is also deploying a new digital mobile solution to allow employees to initiate ethics reports “on the go” by scanning a QR code from their smartphones. Except where limited by local law, all reporting methods grant anonymity at the choice of the reporter, who will receive an encrypted email option to make it easier to follow up on their report.

Advancing Ethics & Compliance

Cybersecurity matters

H.B. Fuller’s Information Technology team safeguards company and customer data by following a comprehensive information security program that articulates our goals around acceptable use, risk management, data privacy, education and awareness, security incident management and reporting, security monitoring, and vulnerability identification.

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

We believe cybersecurity is every employee’s responsibility. We regularly educate and share lessons learned across the organization to raise awareness of cyberthreats. In 2022, as part of worldwide Cybersecurity Awareness Month, several lessons about smishing/phishing, passwords, social media, home office, and mobile security were featured in our global employee newsletter.

At H.B. Fuller, a centralized and robust Ethics & Compliance team reinforces our commitment to integrity and is supported by compliance leaders embedded throughout our business. In 2022, the team developed and oversaw the implementation of several key programs that conveyed our company values and increased ethical awareness across the company.

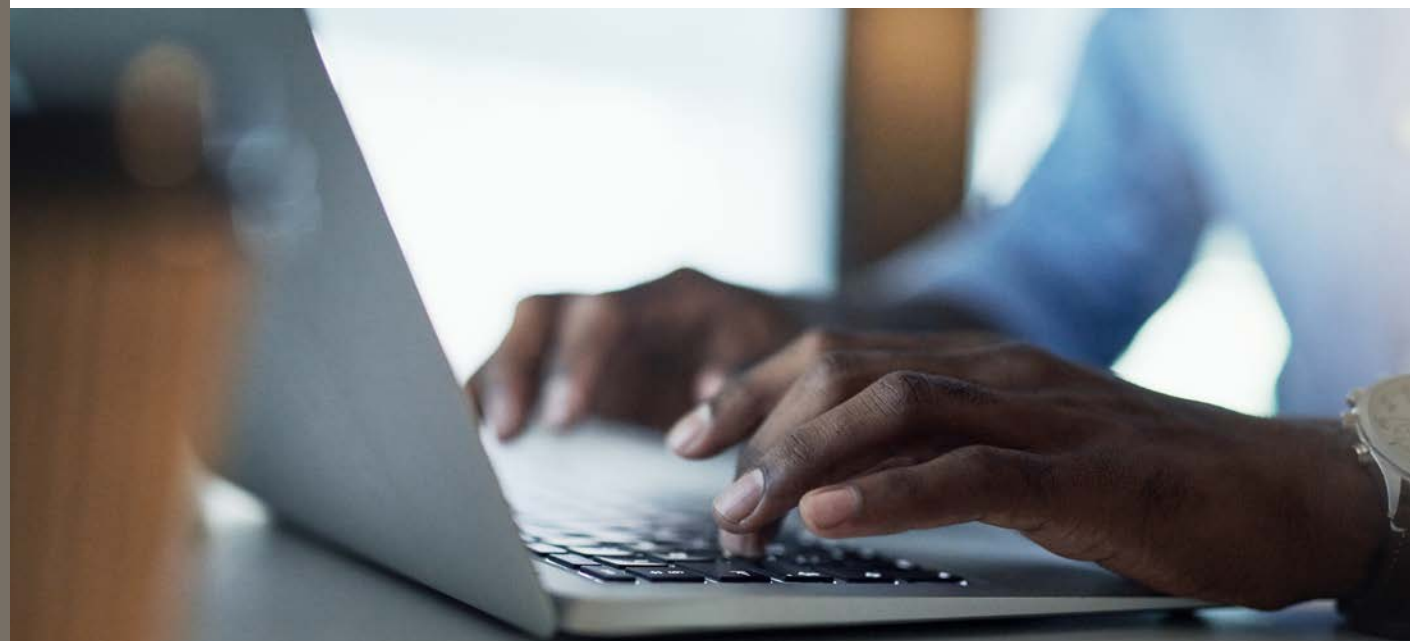
Data privacy compliance is one of the team’s primary focus areas. Our approach to information security and data protection is under continuous assessment and improvement, with a focus on identifying emerging threats and driving appropriate behavior.

We comply with Europe’s General Data Protection Regulation (GDPR) requirements as well as data regulations in other jurisdictions where we operate. H.B. Fuller is committed to meeting these evolving requirements in a

practical manner, standardized across countries as much as possible. To ensure this, our Data Privacy Governance Committee oversees privacy compliance initiatives and coordinates work globally. In 2023, the company plans to launch manager guidelines and training about protecting the most sensitive employee information.

“H.B. Fuller continues to prioritize implementation of a robust process for vetting third parties ‘up front’ to ensure we engage with those who meet our standards for integrity. After completing a review of existing business partners in Latin America in 2022 and validating our process design for use of third-party compliance software, the company will implement the program across the rest of our international businesses and regions in 2023.”

– Joan Steinmann, Assistant General Counsel



Auditing to uphold transparency

H.B. Fuller’s Internal Audit team routinely assesses the efficacy of our ethics resources and employee awareness of our Code of Conduct. In collaboration with our Law and Ethics & Compliance teams, our internal auditors run nearly 20 onsite audits annually at our facilities worldwide. To identify any potential ethical risks, the Internal Audit team conducts confidential interviews with a sample of employees across functions and job grades at each audited location.



The power of our governance models

Our clear corporate governance structure and Ethics & Compliance program — rooted in our core beliefs and Code of Business Conduct — drive our strategic business decisions and actions.

The affairs of the company are managed under the overall direction of the **Board of Directors**. Our corporate governance matters are described in our **2023 Proxy Statement**, along with our **Corporate Governance Guidelines** and **committee charters**. These include Audit, Compensation, and Corporate Governance and Nominating committees and are published on our **Investor Relations website**. These documents outline the role of our Board and its committees as well as key governance practices.

We continuously assess our corporate governance policies and initiatives. ESG oversight is a responsibility of our Corporate Governance and Nominating Committee. This Committee receives periodic updates from management on ESG policies and practices and ensures the right engagement with and disclosures to shareholders and other stakeholders. The company has executive-led committees responsible for the coordination and integration of sustainability, EHS, and cybersecurity. The work of these committees is monitored by the Board.

COMMUNITY

Supporting people where we live and work

The inspiring work our employees shows that community involvement brings powerful, positive change.

H.B. Fuller continues to invest in strengthening communities, supporting employee volunteerism, and connecting 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 are focused on Science, Technology, Engineering, and Math (STEM) education, youth leadership development, and racial equity. We are proud to support initiatives around the world that prepare the next generation of leaders and innovators.

We are deeply committed to building strong communities and promoting social progress. Our employees bring that commitment to life by participating in various corporate social responsibility programs that encourage volunteerism in their communities.





Sarah Neunsinger
 Director, Global Communications & Community Affairs
 Executive Director, H.B. Fuller Company Foundation

Lifting our communities and inspiring future generations

As the saying goes, we make a living by what we get, but we make a life by what we give. And because no successful life — or business — should be devoid of service to others, we at H.B. Fuller do well by doing good.

From corporate giving to employee volunteerism and service, we are dedicated to making a difference in our communities and promoting social progress. Our community impact strategy relies on a targeted approach to community investment, with a preference for programs that share our commitment to STEM, racial equity, and equipping young people to become the next generation of leaders and thinkers.

Over the last few years, change has been a constant for us all, but H.B. Fuller's dedication to serving our communities remains steadfast. No matter the location or challenge, we will always make time to plant the seeds for a brighter future in the communities where we live and work.

2022 COMMUNITY IMPACT



Donations Made



Employee Volunteers



Organizations Supported



Volunteer Hours

26 COUNTRIES REACHED:

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



Making a difference with our people

In keeping with our commitment to making a positive impact in the places where we live and work, H.B. Fuller employees embraced projects they are passionate about and engaged in their communities, giving freely of their time and talent.

In 2022, employees established a number of relationships with organizations to impact longer-term change and to support partners' most urgent needs.

We also demonstrated our commitment to service through our annual Make a Difference campaign, a worldwide employee volunteerism initiative that is now in its 14th consecutive year. As part of the campaign, H.B. Fuller facilities contacted nonprofit organizations in their region and offered assistance in helping solve their immediate or mid-term needs — ultimately bringing powerful, positive change to local communities.

Projects included:

- Spending time with immigrant children fleeing war
- Creating comfortable spaces for kids with chronic or terminal illness
- Building compost systems with school groups
- Cleaning garbage from parks and waterways
- Donating food, hygiene products, weather-appropriate clothing, and other essential goods to people in need
- Updating a water system to benefit a school

“The Make a Difference program allows employees all over the world to come together to make real change in their community by selecting projects that are meaningful to them and working side by side to accomplish great things. It truly showcases how we all have something to offer and can make a difference, amplified by our collective action.”

– Pamela Weier, Community Affairs Leader



38 Community Affairs Councils worldwide

H.B. Fuller empowers its people to invest in their local communities through our network of 38 Community Affairs Councils (CACs), composed of dedicated groups of employees who respond to local needs through volunteerism and financial donations. Based on employee feedback, CACs guide their work to local nonprofit organizations and are empowered to respond quickly and at the request of their colleagues. In 2022, CACs held supply drives for school supplies, shoes, holiday gifts, blankets, hygiene items, and much more, along with more than \$75,000 donated to organizations in their local communities.

Blood drives

Generational challenges and pandemic aftereffects have severely impacted the global supply of blood and related products. Lack of blood is currently limiting transfusions and delaying surgeries all over the world. Recognizing the global need for blood products, H.B. Fuller employees took action and partnered with **Red Cross** chapters and various national institutes to support the cause. Working around local restrictions for gatherings, H.B. Fuller facilities in Indonesia, Portugal, and the United States each held successful blood drives to support those in need around the world.



From local action to international response

H.B. Fuller is very much a global company with a stake in building healthy, safe communities for all. In 2022, several events created a humanitarian crisis for the people of Afghanistan and Ukraine. When a war broke out in Ukraine, our employees responded in many ways:

- A matching fund was set up by the H.B. Fuller Company Foundation.
- Employees around the world connected with Ukrainian friends and family to provide housing and employment.
- Make a Difference projects were organized in support of children impacted by the war.

In 2022, refugees from Afghanistan also relocated to many of the regions and cities where H.B. Fuller does business, and local employees addressed their needs by donating household items and volunteering to set up house for displaced individuals and families.



Volunteer of the Year

Isaac Bolduc from H.B. Fuller's Engineering Adhesives Technical Service team in North America was selected as H.B. Fuller 2021 Outstanding Volunteer of the Year for his commitment to a variety of causes, including the Willow Lake Nature Preserve surrounding our U.S. headquarters location and serving a variety of charities for those in need.

Generating opportunities by raising futures in Kenya

To break the cycle of poverty and inequality, **Raising Futures Kenya** works with vulnerable young people from marginalized communities to create rewarding futures. In 2022, a grant from the H.B. Fuller Company Foundation made it possible for the organization's **Seed of Hope program** to support over 75 young people aged 14-25 with a free, comprehensive package of competency training alongside mental health and wellbeing support, including:

- Accredited technical vocational training course
- Business, financial literacy, and computer skills training
- Work placements and internships
- Unlimited counseling sessions
- Menstrual health hygiene packs and education
- Childcare and travel vouchers
- Mentorship from previous graduates

The Seed of Hope training and support program enables young people in Kenya, nearly 80% of whom are young women, to gain the skills, knowledge, and confidence needed to secure employment or start a small business. The goal is to create new opportunities and help participants become financially independent and self-reliant within six months, mitigating poverty and past trauma, and addressing mental health issues.



“I was not satisfied with the life I was living. I wanted to do vocational training so I could rely on these skills even in old age, but I could never afford it until I heard of the free courses at Seed of Hope. Leaving drugs behind, thanks to counseling, was a huge milestone for me, and with completing the course I am sure of a dignified future.”

– Seed of Hope graduate, 2022



TURNING LIVES AROUND.



Contributing to a support system for young women

Trafficking is not just a terrible thing that happens somewhere else. It happens here, there, and all around us, most often targeting young people who are experiencing poverty, family instability, and homelessness. That's why H.B. Fuller is honored to support the work of **180 Degrees**, a Minnesota nonprofit, through financial support and volunteer engagement.

In the U.S., youth of color are three times as likely to be homeless compared to their white peers. Additionally, the Minnesota Office of Justice Programs found recently that 69% of trafficking victims in the Twin Cities area of Minnesota were Black, Indigenous, People of Color (BIPOC) compared to the overall population of the Twin Cities, where only 27% of individuals identify as BIPOC.

When Minnesota street outreach teams discover young women and girls in such situations, they are referred to 180 Degrees to receive medical services, access to counseling, physical safety, healthy nutrition, reengagement in school and hope. In 2021, 80% of sexually exploited youth the organization serves identified as BIPOC.

180 Degrees has achieved national recognition for its continuum of trauma responsive services and culturally appropriate care specific to the needs of youth victimized by sex trafficking. As part of their services, the organization launched Brittany's Place in 2014, named after a young woman who grew up in St. Paul and was murdered in a sex trafficking incident. **Brittany's Place** is Minnesota's first and largest shelter and program for youth who are experiencing sex trafficking or at risk for sex trafficking.

(Em)bracing next generations of STEM girls through YWCA – Eureka!



One way H.B. Fuller nurtures the next generation of scientists is through our support of Girls Inc. Eureka! at YWCA Minneapolis in the U.S. This unique program empowers girls to become future learners, leaders, and creators of change in STEM and beyond.

Nationwide, girls lack access to critical STEM classes in school and have limited to no access to after-school related programs. This gap can lead to significant disparities in academic, employment, and health outcomes that form early in life and deepen across the educational journey. To address this disparity, the **Girls Inc. Eureka! program** offers high-quality, culturally sensitive programming for girls in elementary through high school.

Those served by this program are primarily girls of color and those who live in low-income households. It kicks off with summer intensive sessions and leadership development programming, and continues with workshops throughout the year, including STEM lab sessions on diverse topics such as tissue engineering and neuro-biotechnology. Monthly programming focuses on STEM, leadership development, financial literacy, and learning to make healthy life decisions. Optional Girls Inc. programming is made available to participants, including workshops on auto mechanics, engineering, robotics, food technology, and college preparation.

Through their participation, girls build interest and confidence in STEM, improve their financial knowledge and skills, become community leaders, and are empowered about their bodies, health, and relationships.

“My involvement in Eureka! exposed me to many different areas of the STEM field and showed me that STEM is fun.”

– Gwen, Class of 2022





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H.B. Fuller

Connecting what matters.™