

Third Quarter 2021 Conference Call Investor Presentation

St. Paul, MN
September 23, 2021



H.B. Fuller

Connecting what matters.™



Safe Harbor & Regulation G

Safe Harbor Statement

Certain matters discussed today may be considered forward-looking statements within the meaning of the federal securities laws, including Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Such statements reflect our current expectations, and actual results may differ as they are subject to the kinds of risks that are enumerated in the Company's Securities and Exchange Commission (SEC) filings. The Company disclaims any obligation to subsequently revise any forward-looking statements to reflect actual events or circumstances after the date of such statements.

Regulation G

The information presented in this presentation regarding adjusted gross profit and margin, adjusted selling, general and administrative expense, adjusted income before income taxes and income from equity investments, adjusted income taxes, adjusted effective tax rate, adjusted net income, adjusted diluted earnings per share and adjusted earnings before interest, taxes, depreciation, and amortization (EBITDA) does not conform to U.S. generally accepted accounting principles (U.S. GAAP) and should not be construed as an alternative to the reported results determined in accordance with U.S. GAAP. Management has included this non-GAAP information to assist in understanding the operating performance of the company and its operating segments as well as the comparability of results to the results of other companies. The non-GAAP information provided may not be consistent with the methodologies used by other companies. All non-GAAP information is reconciled with reported U.S. GAAP results in the "Regulation G Reconciliation" tables except for our forward-looking non-U.S. GAAP measures contained in our fiscal 2021 Planning Assumptions, which the company cannot reconcile to forward-looking U.S. GAAP results without unreasonable effort.

Additional Information

Please refer to our annual report on Form 10-K, filed with the SEC, and available on our website at www.investors.hbfuller.com.



Q3 2021 Quarterly Results

Highlights

- Generated 20% revenue growth and adjusted EBITDA ahead of our expectations despite significant raw material headwinds
 - Organic revenues up 16% vs. Q3'20 and up 13% vs. pre-COVID Q3'19
 - Adjusted EBITDA of \$111M, up 5% year over year
 - Adjusted EPS of \$0.79, up 4% year over year
- Delivering innovation and supply assurance for customers
 - Record quarterly revenue growth and high customer demand
 - Our global manufacturing, sourcing agility and adhesives expertise are differentiators
 - Acted quickly to secure raw material, container & packaging supplies
- Strong pricing execution aligned with value delivered to customers
 - FY 2021 raw material costs expected to be up more than 15% from 2020
 - Pricing increases of \$225M + additional Sept 1 surcharge/pricing to offset RM increases
 - Pricing actions expected to significantly improve margins in Q4 and into 2022
 - Additional increases will be executed as necessary



Q3 2021 Global Segment Summary

Hygiene, Health and Consumables Adhesives (HHC)

- 13% organic revenue growth YoY and 14% organic growth vs. pre-COVID Q3'19
- Strong organic growth across HHC, especially in Packaging, Labeling, Tape & Label
- Solid volume growth & pricing gains to drive significantly higher margins as we exit the year

Construction Adhesives (CA)

- 20% organic revenue growth YoY and 5% organic growth vs. pre-COVID Q3'19
- Higher demand, share gains & improved pricing drove significant top line performance
- Expect 10 -15% year-on-year EBITDA increase in Q4 as pricing actions fully realized

Engineering Adhesives (EA)

- 19% organic growth YoY and 16% organic growth vs. pre-COVID Q3'19
- Strong volume growth across EA, especially Woodworking, Insulating Glass & New Energy
- Expect double-digit sequential EBITDA increase in Q4 as pricing actions fully realized



Q3 2021 Key Financial Results Summary

- Strong revenue performance versus Q3'202 and pre-Covid Q3'19
 - +16% organic revenue growth YoY vs. Q3'20 and 13% compared with Q3'19
 - Double-digit YoY organic growth in all three GBUs
 - Strong volume performance and increased pricing realization drove growth
- Volume leverage, pricing & cost controls offset raw material impact on adjusted earnings
 - EBITDA of \$111M increased 5% YoY; adj. EPS of \$0.79 up 4% YoY
 - Significantly higher raw material costs impacted adjusted GM% by 360 basis points
 - Adjusted SG&A improved 220 bps (% of revenue) on volume leverage & expense controls
- Strong cash flow from operations of \$81M, in line with prior year
 - Despite higher working capital to support sales and increased raw material costs
 - \$110M of debt reduction YTD; on track for \$200M annual paydown
 - Capital investments aligned with annual target



FY 2021 Planning Assumptions Update

- Revenues
 - FY'21 revenue growth now anticipated to be 17% to 18% year-over-year (increased from low double-digit growth previous guidance)
 - Results in anticipated Q4'21 revenue growth of 15% to 17% year-over-year
- Adjusted EBITDA
 - Full year adjusted EBITDA estimated to be between \$460 to \$470 million (versus \$455M to \$475M previous guidance)
 - Increase of ~13% to ~16% versus 2020, supported by on-going recovery in global industrial production, pricing actions balancing higher input costs, and benefits from the company's operational improvement projects
- Raw material cost increases now expected to exceed 15% on a full year basis versus 2020 (up from 10% previously forecasted)
- Prepared to take additional pricing actions as needed
- Anticipate strong cash flow performance to deliver \$200M full year debt reduction



Executing Well on 2021 Priorities

- ✓ **Volume growth** as we support our customers' success in the current, high-demand and supply-constrained environment
- ✓ **Strategically manage pricing** aligned to the value we deliver in this inflationary environment
- ✓ **Release productive capacity** through our operational excellence programs to help fuel our growth
- ✓ Deliver **\$200 million** of additional debt reduction



Wrap Up

- Significant raw material shortages, inflation & supply chain disruptions create unprecedented operating challenges
- Our agility, speed and innovation enable H.B. Fuller to excel in this environment
 - Maintaining supply assurance for customers
 - Delivering consistent business performance for shareholders
 - Growing our business
- Delivering market-driven, high value and new, environmentally-sustainable adhesive innovations drives multi-year growth opportunity
- Strong cash flow to maintain debt paydown targets increases our optionality for capital allocation for acquisitions that add to our portfolio





H.B. Fuller



APPENDIX



Regulation G – EPS & EBITDA Reconciliation

	Three Months Ended		Nine Months Ended	
	August 28, 2021	August 29, 2020	August 28, 2021	August 29, 2020
Net income attributable to H.B. Fuller	\$ 31,616	\$ 41,607	\$ 110,509	\$ 83,115
Adjustments:				
Acquisition project costs	901	(73)	2,277	(1,584)
Organizational realignment ¹	3,087	3,308	9,029	8,286
Royal restructuring and integration ²	1,016	1,790	3,537	7,379
Tax reform	-	-	-	(35)
Project One	2,305	1,602	6,469	4,141
Other ³	111	654	(3,701)	1,725
Discrete tax items ⁴	5,626	(7,183)	5,068	(5,129)
Income tax effect on adjustments ⁵	(1,746)	(1,755)	(4,359)	(5,012)
Adjusted net income attributable to H.B. Fuller ⁶	42,916	39,950	128,829	92,886
Add:				
Interest expense	19,412	20,220	59,769	64,650
Interest income	(2,520)	(2,945)	(7,709)	(8,761)
Income taxes	15,216	14,050	45,653	32,335
Depreciation and Amortization expense ⁷	35,705	34,432	106,596	102,992
Adjusted EBITDA ⁶	110,729	105,707	333,138	284,102
Diluted Shares	54,646	52,591	54,093	52,400
Adjusted diluted income per common share attributable to H.B. Fuller ⁶	\$ 0.79	\$ 0.76	\$ 2.38	\$ 1.77
Revenue	\$ 826,830	\$ 691,463	\$2,380,607	\$2,012,629
Adjusted EBITDA margin ⁶	13.4%	15.3%	14.0%	14.1%



Regulation G – EPS & EBITDA Reconciliation cont.

¹ Includes costs incurred as a direct result of the organizational realignment program, including compensation for employees supporting the program, consulting expense and operational inefficiencies related to the closure of production facilities and consolidation of business activities.

² Costs incurred as a direct result of the Royal restructuring and integration program including compensation for employees supporting the program, consulting expense and operational inefficiencies related to the closure of production facilities and consolidation of business activities.

³ Three and nine months ended August 28, 2021 includes one-time, non-cash gains related to a transactional tax legal settlement in Brazil and a legal entity merger.

⁴ Includes adjustment of \$5,626 of discrete tax expense in the quarter ended August 28, 2021 relating to the revaluation of cross-currency swap agreements due to depreciation of the Euro versus U.S. dollar and various foreign tax matters. Includes adjustment of (\$7,183) of discrete tax benefit in the quarter ended August 29, 2020 relating to the revaluation of cross-currency swap agreements due to appreciation of the Euro versus U.S. dollar and various foreign tax matters.

⁵ The income tax effect on adjustments represents the difference between income taxes on net income before income taxes and income from equity method investments reported in accordance with U.S. GAAP and adjusted net income before income taxes and income from equity method investments.

⁶ Adjusted net income attributable to H.B. Fuller, adjusted diluted income per common share attributable to H.B. Fuller, adjusted EBITDA and adjusted EBITDA margin are non-GAAP financial measures. Adjusted net income attributable to H.B. Fuller is defined as net income before the specific adjustments shown above. Adjusted diluted income per common share is defined as adjusted net income attributable to H.B. Fuller divided by the number of diluted common shares. Adjusted EBITDA is defined as net income before interest, income taxes, depreciation, amortization and the specific adjustments shown above. Adjusted EBITDA margin is defined as adjusted EBITDA divided by net revenue. The table above provides a reconciliation of adjusted net income attributable to H.B. Fuller, adjusted diluted income per common share attributable to H.B. Fuller, adjusted EBITDA and adjusted EBITDA margin to net income attributable to H.B. Fuller, the most directly comparable financial measure determined and reported in accordance with U.S. GAAP.

⁷ Depreciation and amortization expense added back for EBITDA is adjusted for amounts already included in Adjusted net income attributable to H.B. Fuller totaling (\$292) and (\$413) for the three months ended August 28, 2021 and August 29, 2020, respectively and (\$1,026) and (\$509) for the nine months ended August 28, 2021 and August 29, 2020, respectively.



Regulation G – Segment Information

	Three Months Ended		Nine Months Ended	
	August 28, 2021	August 29, 2020	August 28, 2021	August 29, 2020
Net Revenue:				
Hygiene, Health and Consumable Adhesives	\$ 369,439	\$ 320,187	\$ 1,069,922	\$ 977,373
Engineering Adhesives	342,300	276,083	1,000,337	761,040
Construction Adhesives	115,091	95,193	310,348	274,216
Total H.B. Fuller	<u>\$ 826,830</u>	<u>\$ 691,463</u>	<u>\$ 2,380,607</u>	<u>\$ 2,012,629</u>
Segment Operating Income:				
Hygiene, Health and Consumable Adhesives	\$ 29,652	\$ 31,883	\$ 98,493	\$ 89,556
Engineering Adhesives	34,087	29,873	96,580	65,386
Construction Adhesives	3,339	4,284	4,974	9,436
Corporate unallocated	(7,625)	(7,309)	(23,105)	(19,991)
Total H.B. Fuller	<u>\$ 59,453</u>	<u>\$ 58,731</u>	<u>\$ 176,942</u>	<u>\$ 144,387</u>
Adjusted EBITDA ⁶				
Hygiene, Health and Consumable Adhesives	\$ 44,496	\$ 43,697	\$ 142,671	\$ 127,914
Engineering Adhesives	52,001	46,831	150,034	112,918
Construction Adhesives	14,247	14,394	37,785	39,893
Corporate unallocated	(15)	785	2,648	3,377
Total H.B. Fuller	<u>\$ 110,729</u>	<u>\$ 105,707</u>	<u>\$ 333,138</u>	<u>\$ 284,102</u>
Adjusted EBITDA Margin ⁶				
Hygiene, Health and Consumable Adhesives	12.0%	13.6%	13.3%	13.1%
Engineering Adhesives	15.2%	17.0%	15.0%	14.8%
Construction Adhesives	12.4%	15.1%	12.2%	14.5%
Corporate unallocated	NMP	NMP	NMP	NMP
Total H.B. Fuller	<u>13.4%</u>	<u>15.3%</u>	<u>14.0%</u>	<u>14.1%</u>
NMP = non-meaningful percentage				



Regulation G – Adjusted Income Reconciliation

	Three Months Ended		Nine Months Ended	
	August 28, 2021	August 29, 2020	August 28, 2021	August 29, 2020
Income before income taxes and income from equity method investments	\$ 48,727	\$ 45,202	\$ 150,851	\$ 100,291
Adjustments:				
Acquisition project costs	901	(73)	2,277	(1,584)
Organizational realignment	3,087	3,308	9,029	8,286
Royal restructuring and integration	1,016	1,790	3,537	7,379
Tax reform	-	-	-	(35)
Project One	2,305	1,602	6,469	4,141
Other ³	111	654	(3,701)	1,725
Adjusted income before income taxes and income from equity method investments ⁸	\$ 56,147	\$ 52,483	\$ 168,462	\$ 120,203

⁸ Adjusted income before income taxes and income from equity investments is a non-GAAP financial measure. Adjusted income before income taxes and income from equity investments is defined as income before income taxes and income from equity investments before the specific adjustments shown above. The table above provides a reconciliation of adjusted income before income taxes and income from equity investments to income before income taxes and income from equity investments, the most directly comparable financial measure determined and reported in accordance with U.S. GAAP.



Regulation G – Adjusted Income Tax Reconciliation

	Three Months Ended		Nine Months Ended	
	August 28, 2021	August 29, 2020	August 28, 2021	August 29, 2020
Income Taxes	\$ (19,095)	\$ (5,112)	\$ (46,362)	\$ (22,194)
Adjustments:				
Acquisition project costs	(212)	18	(495)	423
Organizational realignment	(726)	(797)	(2,204)	(2,087)
Royal restructuring and integration	(239)	(431)	(846)	(1,877)
Tax reform	-	-	-	9
Project One	(542)	(386)	(1,551)	(1,043)
Other ⁴	5,598	(7,342)	5,805	(5,566)
Adjusted income taxes ⁹	<u>\$ (15,216)</u>	<u>\$ (14,050)</u>	<u>\$ (45,653)</u>	<u>\$ (32,335)</u>
Adjusted income before income taxes and income from equity method investments	\$ 56,147	\$ 52,483	\$ 168,462	\$ 120,203
Adjusted effective income tax rate ⁹	27.1%	26.8%	27.1%	26.9%

⁹ Adjusted income taxes and adjusted effective income tax rate are non-GAAP financial measures. Adjusted income taxes is defined as income taxes before the specific adjustments shown above. Adjusted effective income tax rate is defined as income taxes divided by adjusted income before income taxes and income from equity method investments. The table above provides a reconciliation of adjusted income taxes and adjusted effective income tax rate to income taxes, the most directly comparable financial measure determined and reported in accordance with U.S. GAAP.



Regulation G – Adjusted Gross Margin Reconciliation

	Three Months Ended		Nine Months Ended	
	August 28, 2021	August 29, 2020	August 28, 2021	August 29, 2020
Net revenue	\$ 826,830	\$ 691,463	\$2,380,607	\$2,012,629
Gross profit	\$ 193,950	\$ 187,844	\$ 603,863	\$ 543,007
Gross profit margin	23.5%	27.2%	25.4%	27.0%
Adjustments:				
Acquisition project costs	1	-	64	-
Organizational realignment	1,472	(204)	2,265	(53)
Royal restructuring and integration	644	1,132	1,962	2,730
Project ONE	(22)	-	(22)	-
Other	247	272	1,635	1,263
Adjusted gross profit ¹⁰	<u>\$ 196,292</u>	<u>\$ 189,044</u>	<u>\$ 609,767</u>	<u>\$ 546,947</u>
Adjusted gross profit margin ¹⁰	23.7%	27.3%	25.6%	27.2%

¹⁰ Adjusted gross profit and adjusted gross profit margin are non-GAAP financial measures. Adjusted gross profit and adjusted gross profit margin is defined as gross profit and gross profit margin excluding the specific adjustments shown above. The table above provides a reconciliation of adjusted gross profit and gross profit margin to gross profit and gross profit margin, the most directly comparable financial measure determined and reported in accordance with U.S. GAAP.



Regulation G – Adjusted SG&A Reconciliation

	Three Months Ended		Nine Months Ended	
	August 28, 2021	August 29, 2020	August 28, 2021	August 29, 2020
Selling, general and administrative expenses	\$ (134,497)	\$ (129,113)	\$ (426,921)	\$ (398,620)
Adjustments:				
Acquisition project costs	901	(73)	2,214	(1,584)
Organizational realignment	1,614	3,516	6,819	8,342
Royal restructuring and integration	388	682	1,644	4,725
Tax reform	-	-	-	(35)
Project ONE	2,327	1,602	6,491	4,142
Other	55	382	32	462
Adjusted selling, general and administrative expenses ¹¹	<u>\$ (129,212)</u>	<u>\$ (123,004)</u>	<u>\$ (409,721)</u>	<u>\$ (382,568)</u>

¹¹ Adjusted selling, general and administrative expenses is a non-GAAP financial measure. Adjusted selling, general and administrative expenses is defined as selling, general and administrative expenses excluding the specific adjustments shown above. The table above provides a reconciliation of adjusted selling, general and administrative expenses to selling, general and administrative expenses, the most directly comparable financial measure determined and reported in accordance with U.S. GAAP.



Regulation G – Q3'21 Segment EBITDA Reconciliation

Three Months Ended: August 28, 2021	Hygiene, Health and Consumable Adhesives	Engineering Adhesives	Construction Adhesives	Total	Corporate Unallocated	H.B. Fuller Consolidated
Net income attributable to H.B. Fuller	\$ 32,924	\$ 36,599	\$ 5,516	\$ 75,039	\$ (43,423)	\$ 31,616
Adjustments:						
Acquisition project costs	-	-	-	-	901	901
Organizational realignment	-	-	-	-	3,087	3,087
Royal Restructuring	-	-	-	-	1,016	1,016
Project One	-	-	-	-	2,305	2,305
Other ³	-	-	-	-	111	111
Discrete tax items ⁴	-	-	-	-	5,626	5,626
Income tax effect on adjustments ⁵	-	-	-	-	(1,746)	(1,746)
Adjusted net income attributable to H.B. Fuller ⁶	<u>32,924</u>	<u>36,599</u>	<u>5,516</u>	<u>75,039</u>	<u>(32,123)</u>	<u>42,916</u>
Add:						
Interest expense	-	-	-	-	19,412	19,412
Interest income	-	-	-	-	(2,520)	(2,520)
Income taxes	-	-	-	-	15,216	15,216
Depreciation and amortization expense	<u>11,572</u>	<u>15,402</u>	<u>8,731</u>	<u>35,705</u>	<u>-</u>	<u>35,705</u>
Adjusted EBITDA ⁶	<u>\$ 44,496</u>	<u>\$ 52,001</u>	<u>\$ 14,247</u>	<u>\$ 110,744</u>	<u>\$ (15)</u>	<u>\$ 110,729</u>
Revenue	<u>\$ 369,439</u>	<u>\$ 342,300</u>	<u>\$ 115,091</u>	<u>\$ 826,830</u>	<u>-</u>	<u>\$ 826,830</u>
Adjusted EBITDA Margin ⁶	12.0%	15.2%	12.4%	13.4%	NMP	13.4%

Note: Adjusted EBITDA is a non-GAAP financial measure. The table above provides a reconciliation of adjusted EBITDA for each segment to net income attributable to H.B. Fuller for each segment, the most directly comparable financial measure determined and reported in accordance with U.S. GAAP.

NMP = Non-meaningful percentage



Regulation G – FY2021 Segment EBITDA Reconciliation

Nine Months Ended August 28, 2021	Hygiene, Health and Consumable	Engineering	Construction	Total	Corporate	H.B. Fuller
	Adhesives	Adhesives	Adhesives		Unallocated	Consolidated
Net income attributable to H.B. Fuller	\$ 108,291	\$ 104,099	\$ 11,504	\$ 223,894	\$ (113,385)	\$ 110,509
Adjustments:						
Acquisition project costs	-	-	-	-	2,277	2,277
Organizational realignment	-	-	-	-	9,029	9,029
Royal Restructuring	-	-	-	-	3,537	3,537
Project One	-	-	-	-	6,469	6,469
Other ³	-	-	-	-	(3,701)	(3,701)
Discrete tax items ⁴	-	-	-	-	5,068	5,068
Income tax effect on adjustments ⁵	-	-	-	-	(4,359)	(4,359)
Adjusted net income attributable to H.B. Fuller ⁶	108,291	104,099	11,504	223,894	(95,065)	128,829
Add:						
Interest expense	-	-	-	-	59,769	59,769
Interest income	-	-	-	-	(7,709)	(7,709)
Income taxes	-	-	-	-	45,653	45,653
Depreciation and amortization expense	34,380	45,935	26,281	106,596	-	106,596
Adjusted EBITDA ⁶	\$ 142,671	\$ 150,034	\$ 37,785	\$ 330,490	\$ 2,648	\$ 333,138
Revenue	1,069,922	1,000,337	310,348	2,380,607	-	2,380,607
Adjusted EBITDA Margin ⁶	13.3%	15.0%	12.2%	13.9%	NMP	14.0%

Note: Adjusted EBITDA is a non-GAAP financial measure. The table above provides a reconciliation of adjusted EBITDA for each segment to net income attributable to H.B. Fuller for each segment, the most directly comparable financial measure determined and reported in accordance with U.S. GAAP.

NMP = Non-meaningful percentage



Regulation G – Q3'20 Segment EBITDA Reconciliation

Three Months Ended:	Hygiene, Health and Consumable	Engineering	Construction		Corporate	H.B. Fuller
August 29, 2020	Adhesives	Adhesives	Adhesives	Total	Unallocated	Consolidated
Net income attributable to H.B. Fuller	\$ 33,688	\$ 31,334	\$ 5,468	\$ 70,490	\$ (28,883)	\$ 41,607
Adjustments:						
Acquisition project costs	-	-	-	-	(73)	(73)
Organizational realignment	-	-	-	-	3,308	3,308
Royal Restructuring	-	-	-	-	1,790	1,790
Project One	-	-	-	-	1,602	1,602
Other ³	-	-	-	-	654	654
Discrete tax items ⁴	-	-	-	-	(7,183)	(7,183)
Income tax effect on adjustments ⁵	-	-	-	-	(1,755)	(1,755)
Adjusted net income attributable to H.B. Fuller ⁶	<u>33,688</u>	<u>31,334</u>	<u>5,468</u>	<u>70,490</u>	<u>(30,540)</u>	<u>39,950</u>
Add:						
Interest expense	-	-	-	-	20,220	20,220
Interest income	-	-	-	-	(2,945)	(2,945)
Income taxes	-	-	-	-	14,050	14,050
Depreciation and amortization expense	<u>10,009</u>	<u>15,497</u>	<u>8,926</u>	<u>34,432</u>	<u>-</u>	<u>34,432</u>
Adjusted EBITDA ⁶	<u>\$ 43,697</u>	<u>\$ 46,831</u>	<u>\$ 14,394</u>	<u>\$ 104,922</u>	<u>\$ 785</u>	<u>\$ 105,707</u>
Revenue	<u>\$ 320,187</u>	<u>\$ 276,083</u>	<u>\$ 95,193</u>	<u>\$ 691,463</u>	<u>-</u>	<u>\$ 691,463</u>
Adjusted EBITDA Margin ⁶	13.6%	17.0%	15.1%	15.2%	NMP	15.3%

Note: Adjusted EBITDA is a non-GAAP financial measure. The table above provides a reconciliation of adjusted EBITDA for each segment to net income attributable to H.B. Fuller for each segment, the most directly comparable financial measure determined and reported in accordance with U.S. GAAP.

NMP = Non-meaningful percentage



Regulation G – FY2020 Segment EBITDA Reconciliation

Nine Months Ended August 29, 2020	Hygiene, Health and Consumable			Engineering Adhesives	Construction Adhesives	Total	Corporate	H.B. Fuller
	Adhesives	Adhesives	Adhesives				Unallocated	Consolidated
Net income attributable to H.B. Fuller	\$ 94,979	\$ 69,767	\$ 12,987	\$ 177,733	\$ (94,618)	\$ 83,115		
Adjustments:								
Acquisition project costs	-	-	-	-	(1,584)	(1,584)		
Organizational realignment	-	-	-	-	8,286	8,286		
Royal Restructuring	-	-	-	-	7,379	7,379		
Tax reform	-	-	-	-	(35)	(35)		
Project One	-	-	-	-	4,141	4,141		
Other ³	-	-	-	-	1,725	1,725		
Discrete tax items ⁴	-	-	-	-	(5,129)	(5,129)		
Income tax effect on adjustments ⁵	-	-	-	-	(5,012)	(5,012)		
Adjusted net income attributable to H.B. Fuller ⁶	94,979	69,767	12,987	177,733	(84,847)	92,886		
Add:								
Interest expense	-	-	-	-	64,650	64,650		
Interest income	-	-	-	-	(8,761)	(8,761)		
Income taxes	-	-	-	-	32,335	32,335		
Depreciation and amortization expense	32,935	43,151	26,906	102,992	-	102,992		
Adjusted EBITDA ⁶	\$ 127,914	\$ 112,918	\$ 39,893	\$ 280,725	\$ 3,377	\$ 284,102		
Revenue	\$ 977,373	\$ 761,040	\$ 274,216	\$ 2,012,629	-	\$ 2,012,629		
Adjusted EBITDA Margin ⁶	13.1%	14.8%	14.5%	13.9%	NMP	14.1%		

Note: Adjusted EBITDA is a non-GAAP financial measure. The table above provides a reconciliation of adjusted EBITDA for each segment to net income attributable to H.B. Fuller for each segment, the most directly comparable financial measure determined and reported in accordance with U.S. GAAP.

NMP = Non-meaningful percentage



Revenue Performance

	Three Months Ended August 28, 2021	Nine Months Ended August 28, 2021
Price	6.3%	2.6%
Volume	10.1%	12.7%
Organic Growth ¹²	16.4%	15.3%
F/X	3.2%	3.0%
Total H.B. Fuller Net Revenue Growth	<u>19.6%</u>	<u>18.3%</u>

Revenue growth versus 2020

	Three Months Ended August 28, 2021			Nine Months Ended August 28, 2021		
	Net Revenue	F/X	Organic Growth ¹²	Net Revenue	F/X	Organic Growth ¹²
Hygiene, Health and Consumable Adhesives	15.4%	2.4%	13.0%	9.5%	1.6%	7.9%
Engineering Adhesives	24.0%	4.8%	19.2%	31.4%	5.3%	26.1%
Construction Adhesives	20.9%	1.4%	19.5%	13.2%	1.6%	11.6%
Total H.B. Fuller	<u>19.6%</u>	<u>3.2%</u>	<u>16.4%</u>	<u>18.3%</u>	<u>3.0%</u>	<u>15.3%</u>

Revenue growth versus 2019

	Three Months Ended August 28, 2021			Nine Months Ended August 28, 2021		
	Net Revenue	F/X	Organic Growth ¹²	Net Revenue	F/X	Organic Growth ¹²
Hygiene, Health and Consumable Adhesives	12.5%	(1.2)%	13.7%	8.5%	(2.0)%	10.5%
Engineering Adhesives	19.4%	3.8%	15.6%	17.0%	3.2%	13.8%
Construction Adhesives	6.2%	1.2%	5.0%	2.4%	1.0%	1.4%
Total H.B. Fuller	<u>14.0%</u>	<u>0.9%</u>	<u>13.1%</u>	<u>10.3%</u>	<u>(0.2)%</u>	<u>10.5%</u>

¹² We use the term "organic revenue" to refer to net revenue, excluding the effect of foreign currency changes and acquisitions and divestitures. Organic growth reflects adjustments for the impact of period-over-period changes in foreign currency exchange rates on revenues and the revenues associated with acquisitions and divestitures.



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