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300,000 7 http://fasb.org/us-gaap/2024#OtherLiabilitiesNoncurrent http://fasb.org/us-gaap/2024#OtherLiabilitiesNoncurrent False False False Segment assets include primarily
inventory, accounts receivable, property, plant and equipment, goodwill, intangible assets and other miscellaneous assets. Corporate assets include primarily corporate property, plant and
equipment, deferred tax assets, certain investments and other assets. Public Notes, due February 15, 2027, \$300,000 4.00 percent fixed. Under the U.S. pension plan, the compensation
amount was locked-in as of May 31, 2011 and thus the benefit no longer includes compensation increases. The 4.50 percent rate for 2020 and 2019 is for the supplemental executive
retirement plan only; for 2021, there is no compensation increase as subsequent to November 27, 2021, there were no active employees in the supplemental executive retirement plan.
Term Loan A, due on February 15, 2028, \$500,000 variable rate at the Secured Overnight Financing Rate ("SOFR") plus an adjustment of 0.10 percent and an interest rate spread of 1.50
percent based on a leverage grid (6.95 percent at December 2, 2023). In accordance with ASC Topic 820-10, Fair Value Measurement, certain investments that are measured at NAV (Net
Asset Value per share) (or its equivalent) practical expedient have not been classified in the fair value hierarchy. The fair value amounts represented in this table are intended to permit
reconciliation of the fair value hierarchy to the amounts presented in the statement of financial position. Term Loan B, due on February 15, 2028, \$800,000 variable rate at the SOFR plus
2.25 percent with a SOFR floor of 0.50 percent (7.60 percent at December 2, 2023). Consistent with our internal management reporting, Corporate Unallocated amounts in the tables above
include charges that are not allocated to the Company's reportable segments. Loss reclassified from accumulated other comprehensive income (loss) into earnings is reported in other
income, net. The non-employee directors' company match includes 17,937, 18,814 and 21,323 deferred compensation units paid as discretionary awards to all non-employee directors in
2022, 2021 and 2020, respectively. Negative cash for 2021 represents unsettled pending trades within an investment that are classified in cash and cash equivalents until settled. Actuarial
gain in 2024 and 2023 for the U.S. Plans is primarily due to assumption changes. Actuarial gain in 2024 and 2023 for the Non-U.S. Plans are due to both assumption changes and plan
experience. Amount excludes benefit payments made from sources other than plan assets. Income taxes are not provided for foreign currency translation relating to indefinite investments
in international subsidiaries. Loss reclassified from accumulated other comprehensive income (loss) into earnings as part of net periodic cost related to pension and other postretirement
benefit plans is reported in cost of sales and SG&A expenses. Public Notes, due October 15, 2028, \$300,000 4.25 percent fixed; swapped to a floating rate as detailed below.
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address areas of concern. A Quality, affordable health care is the foundation of the comprehensive benefits package we offer our employees. It is one of the tools we use to recruit and retain, and it is seen as the preferred benefit by most employees. Employees in the United States earning below \$56,000A each year have 100%A of their individual medical premiumsA covered by the Company in the form of a medical premium reimbursement.A Results-Driven, Collaborative Culture A Our purpose is connecting what matters for all stakeholders and we go about this by winning the right way through our core values. We expect employees to act with integrity and hold each other accountable for our actions. We value our global teamA's diverse perspectives, backgrounds and experiences. We make daily, conscious choices to excel, by always bringing passion and creativity to our work, and by striving for innovation ethically and fairly. Our worldwide network of culture champions supports our focus on being At Our Best. Our communication on goals, targets and performance is frequent and transparent. We continue to leverage flexible work options available to employees who don't need our facilities to perform their jobs and this continues to enhanceA connections across the Company, as well as with customers and external partners. This supports our desire to be first and fastest in finding solutions for customers and improving our overall effectiveness. Finally, we continue to take great pride in our focus on giving back to the communities in which we operate through the giving efforts of the H.B. Fuller Foundation and the thousands of employee volunteer hours each year. A 5 Table of Contents A Inclusion and Diversity A We place strong value on collaboration and we believe that working together leads to better outcomes for our customers. This extends to the way we treat each other as team members. We strive to create an environment where innovative ideas can flourish by demonstrating respect for each other and valuing the diverse opinions, background and viewpoints of employees. We believe that diversity in our teams leads to new ideas, helps us solve problems and allows us to better connect with our global customer base. A We are taking specific actions to foster inclusion and diversity into our culture. Learning resources have been implemented to support greater awareness and understanding of the behaviors expected from employees. We have introducedA employee resource groups, a structuredA mentoring program and focused development programs with the goal of creating meaningful opportunities for employees. We haveA adjusted our recruiting practices to ensure we are getting the right level of exposure to diverse candidates. A Talent Development A We recognize how important it is for our colleagues to develop and progress in their careers. We provide a variety of resources to help our colleagues grow in their current roles and build new skills, including online development resources focused on specific business imperatives with access to hundreds of online courses in our learning management system. We utilize an innovative method to deliverA leadership training to drive experiential learning and to increase access to leaders around the world. We have built and launched two advanced leadership academies focused on business leadership and manufacturing leadership to ensure people in these roles have the right skills to be effective.Individual development planning is a part of our annual goal setting process and people managers are expected to have regular discussions with employees to measure progress and make needed adjustments. We focus on getting employees into roles with greater responsibility and opportunities for advancement that are also aligned with their career path to facilitate development and maximize potential. Finally, we provide ambitious employees with short-term opportunities in unique assignments in addition to their current roles. These assignments support the employeesA development while also supporting company initiatives that are required to be resourced with talented employees. A Raw Materials A We use several principal raw materials in our manufacturing processes, including tackifying resins, polymers, synthetic rubbers, vinyl acetate monomer and plasticizers. We generally avoid sole source supplier arrangements for raw materials. A The majority of our raw materials are petroleum/natural gas-based derivatives, therefore the cost of crude oil and natural gas can impact the cost of our raw materials. Under normal conditions, raw materials are available on the open market. Prices and availability are subject to supply and demand market mechanisms. Raw material costs, including costs for unique or specialty chemicals used in the manufacturing of our products,A are primarily determined by the balance of supply against the aggregate demand from the adhesives industry and other industries that use the same raw material streams. A Patents, Trademarks and LicensesA Much of the technology we use in our products and manufacturing processes is available in the public domain. For technology not available in the public domain, we rely on trade secrets and patents when appropriate to protect our competitive position. We also license some patented technology from other sources. Our business is not materially dependent upon licenses or similar rights or on any single patent or group of related patents. A We enter into agreements with many employees to protect rights to technology and intellectual property. Confidentiality commitments also are routinely obtained from customers, suppliers and others to safeguard proprietary information. A We own numerous trademarks and service marks in various countries.A Trademarks, such as H.B. FullerA, SwiftA, AdvantraA, ClarityA, EarthicaA, SesameA, FosterA, RakollA, RapideaA, Full-CareA, ThermonexA, SilapreneA, EternabondA, CilbondA, HydroArmorA, KAdispaceA, Weld MountA, TONSANA, SecurePortIVA, SugrisealA and Vibra-TiteA are important in marketing products.A Many of our trademarks and service marks are registered. U.S. trademark registrations are for a term of ten years and are renewable every ten years as long as the trademarks are used in the regular course of trade. A 6 Table of Contents A Research and Development A Our investment in research and development creates new and innovative adhesive technology platforms, enhances product performance, ensures a competitive cost structure and leverages available raw materials. New product development is a key research and development outcome, providing higher-value solutions to existing customers or meeting new customersA needs. Projects are developed in local laboratories in each region, where we understand our customer base the best. Platform developments are coordinated globally through our network of laboratories. A Through designing and developing new polymers and new formulations, we expect to continue to grow in our current markets. We also develop new applications for existing products and technologies, and improve manufacturing processes to enhance productivity and product quality. Research and development efforts are closely aligned to customer needs. We foster open innovation, seek supplier-driven new technology and use relationships with academic and other institutions to enhance our capabilities. A As climate change and other sustainability concerns become more prevalent, governmental and non-governmental organizations, customers and investors are increasingly focusing on these issues. We continue to monitor our markets to ensure we are developing the adhesives and sealants to support our customersA responses to changing consumer demand, new product designs and upcoming regulatory and sustainability efforts. We invest significantly in innovation, research and expertise, which are crucial for the continuous extraction of value from our business strategy. This also facilitates the creation of new high-performance solutions that enable customers to improve their products and processes to better achieve their sustainability programs. A Regulatory Compliance A The Company is subject to various federal, state, local and foreign laws and regulations relating to environmental protection and workers' safety, including those required by the U.S. Environmental Protection Agency (the A EPAA) and the European UnionA's ("EU") Registration, Evaluation, Authorization and Restriction of Chemicals (A REACHA) regulation. We maintain programs intended to ensure compliance with these regulations, includingA regular review of and upgrades to environmental, health and safety policies, practices and procedures as well as improved production methods to minimize our facilitiesA outgoing waste, based on evolving societal standards and increased environmental understanding. Expenditures to comply with environmental regulations over the next two years are estimated to be approximately \$20.9A million, including approximately \$0.3A million of capital expenditures. See additional disclosure under Item 3. Legal Proceedings. A Various legislation, regulations and international accords pertaining to climate change have been implemented or are being considered for implementation, particularly as they relate to the reduction of greenhouse gas emissions, such as the EU's Corporate Sustainability Reporting DirectiveA ("CSRD"), CaliforniaA's Climate Corporate Data Accountability Act and Climate Related Financial Risk Act, the Securities and Exchange Commission's ("SEC") Enhancement and Standardization of Climate-Related Disclosures for Investors, and other new and proposed regulatory frameworks. These laws may directly impact the Company, however we have not determined the extent of potential disclosures or other reporting requirements.A We continue to monitor the development and implementation of such legislation and regulations. We also continue to regularly report our sustainability efforts and metrics under the Global Reporting Initiative (A GRIA) framework and report our goals and progress in our annual Sustainability Report. A The Foreign Corrupt Practices Act (the A FCPAA) and other anti-bribery and anti-corruption laws and regulations prohibit bribery of government officials to benefit business interests. The FCPA also requires the Company to make and keep accurate books and records that accurately and fairly reflect our transactions and to devise and maintain an adequate system of internal accounting controls. The Company maintains an international compliance program, including policies and procedures, training, and internal controls, designed to ensure compliance with these laws and regulations. However, we operate and sell our products in countries that are rated as high-risk for corruption, creating the risk of unauthorized conduct by our employees, customs brokers, distributors or other third party intermediaries that could be in violation of the FCPA or similar local regulations. A We are also subject to increasingly complex privacy and data protection laws and regulations in the United States and other jurisdictions. This includes the EU's General Data Protection Regulation (A GDPRA), which enforces rules relating to the protection of processing and movement of personal data. The interpretation and enforcement of such regulations are continuously evolving and there may be uncertainty with respect to how to comply with them. Noncompliance with GDPR and other data protection laws could result in damage to our reputation and payment of monetary penalties. A Seasonality A Our operating segments have historically had lower net revenue in winter months, which is primarily our first fiscal quarter, mainly due to international holidays and the seasonal decline in construction and consumer spending activities. A 7 Table of Contents A Information About Our Executive Officers A The following table shows the name, age and business experience for the past five years of the executive officers as of January 23, 2025. The Board of Directors elects the executive officers annually.A Unless otherwise noted, the positions described are positions with the Company or its subsidiaries. A Name Age Positions Period Served A A A Celeste B. Mastin 56 President and Chief Executive Officer Executive Vice President and Chief Operating OfficerA Chief Executive Officer, PetroChoice Lubrication Solutions (leading lubricant distributor, providing solutions across the industrial, commercial and passenger vehicle customer segments) December 2022 - Present March - December 2022 2018 - 2022 A A A Zhiwei Cai 62 Executive Vice President, Engineering Adhesives August 2019 - Present A A A Heather A. Campe 51 A A Senior Vice President, International Growth A A December 2021 - Present A A A Senior Vice President, Global Hygiene, Health and Consumable Adhesives A A August 2019 - November 2021 A A A John J. Corkrean 59 Executive Vice President and Chief Financial Officer May 2016 - Present A A A Xinyu Du 53 Senior Vice President, Global Research & Development A A January 2025 - Present A A Vice President, Engineering Adhesives Asia Pacific and Global Product Management A A July 2023 - December 2024 A A Vice President, Engineering Adhesives Asia Pacific and Global Automotive and Aerospace A A October 2021 - July 2023 A A Vice President, Engineering Adhesives Asia Pacific and Global Durable Assembly A A August 2019 - October 2021 A A A James J. East 60 A A Executive Vice President, Hygiene, Health and Consumable Adhesives A A December 2022 - Present A A A Senior Vice President, Hygiene, Health and Consumable Adhesives A A October 2021 - December 2022 A A A Vice President, Engineering Adhesives Americas and Global Director Automotive A A April 2018 - October 2021 A 8 Table of Contents A A Laura J. Lorenz 47 A A Senior Vice President, Human Resources & Communication A A January 2025 - Present A A A Senior Vice President, Human Resources, Skywater Technology (semiconductor manufacturer) A A December 2023 - December 2024 A A A Vice President, Human Resources, 3M Transportation and Electronics Business Group, a division of 3M Company A A January 2021 - December 2023 A A A Vice President, Human Resources, Corporate Staff Services, 3M Company (diversified manufacturer) A A January 2020 - January 2021 A A A JoAfo Magalhaes 1 45 Senior Vice President, Engineering Adhesives Beginning March 2025 A A A Vice President, Engineering Adhesives, Global Mobility A A December 2023 - Present A A A Vice President, Engineering Adhesives, Global Wood and Composites A A February 2021 - November 2023 A A A Business Director EIMEA, Durable Assembly A A November 2018 - January 2021 A A A M. Shahbaz Malik 57 Senior Vice President, Building Adhesives Solutions December 2024 -A Present A A Senior Vice President, Construction Adhesives December 2019 - December 2024 A A A Gregory O. Ogunsanya 50 Senior Vice President, General Counsel and Corporate Secretary October 2023 - Present A A Vice President, Assistant General Counsel,A Securities and Governance, Stanley Black & Decker Inc. June 2022 - September 2023 A A Vice President Legal, Stanley Industrial, a division of Stanley Black & Decker, Inc. (the worldA's largest tool company) October 2020 - June 2022 A A Vice President and Deputy General Counsel, Safety and Productivity Solutions, Honeywell International, Inc. November 2019 - October 2020 A A A Nathaniel D. Weaver 49 Executive Vice President, Business Transformation December 2024 -A Present A A Senior Vice President, Human Resources December 2022 - November 2024 A A Vice President, Human Resources March 2020 - December 2022 A A Director, Human Resources 2017 - March 2020 A A A 1A Mr. Magalhaes has been appointed to the role of Senior Vice President, Engineering Adhesives, effective March 1, 2025. A 9 Table of Contents A Available Information A For more information about us, visit our website at: www.hbfuller.com. A We file annual, quarterly and current reports, proxy statements and other information with the SEC via EDGAR. Our SEC filings are available free of charge to the public on the SEC website at www.sec.govA and onA our website as soon as reasonably practicable after they have been filed with or furnished to the SEC. A Item 1A. Risk FactorsA A As a global manufacturer of adhesives, sealants and other specialty chemical products, we operate in a business environment that is subject to various risks and uncertainties. Below are the most significant factors that could adversely affect our business, financial condition and results of operations. A Strategic andA Operational Risks A Increases in prices and declines in the availability of raw materialsA have adversely affected, and could continue toA erode,A our profit margins, and could negatively impactA our operating results. A In 2024, raw material costs made up approximately 75A percent of our cost of sales. Based onA 2024 financial results, a hypothetical one percent change in our raw material costs would have resulted in a change in net income of approximatelyA \$12.0 million orA \$0.21 per diluted share.A Accordingly, changes in the cost of raw materials, due to scarcity, supplier disruptions, inflation and for other reasons, can significantly impact our earnings. Raw materials needed to manufacture products are obtained from a number of suppliers and many of the raw materials are petroleum and natural gas based derivatives. Under normal market conditions, these raw materials are generally available on the open market from a variety of producers. While alternate supplies of most key raw materials are available, supplier production outages may lead to strained supply-demand situations for certain raw materials. The substitution of key raw materials requires us to identify new supply sources, reformulate and re-test and may require seeking re-approval from our customers using those products. From time to time, the prices and availability of these raw materials may fluctuate, which could impair our ability to procure necessary materials, or increase the cost of manufacturing products. If the prices of raw materials increase in a short period of time, we may be unable to pass these increases on to our customers in a timely manner and could experience reductions to our profit margins. A We are at risk of cyber-attacks and other security breaches that could compromise sensitive business information, undermine our ability to operate effectively and expose us to liability, which could cause our business and reputation to suffer. A Increasingly, companies are subject to a wide variety of attacks on their networks on an ongoing basis. In addition to traditional computer A hackers,A malicious code (such as viruses and worms), phishing attempts, ransomware, employee theft or misuse, and denial of service attacks, sophisticated nation-state and nation-state supported actors engage in intrusions and attacks (including advanced persistent threat intrusions) and add to the risks to internal networks, cloud deployed enterprise and customer-facing environments and the information they store and process. Despite significant efforts to create security barriers to such threats, it is virtually impossible for us to entirely mitigate these risks. We, and our third-party software and service providers, have experienced and will continue to experienceA security threats and attacks from a variety of sources.A A As part of our business, we store our data, including intellectual property,A and certain data about our employees, customersA and vendors in our information technology systems. Our security measures may be breached as a result of third-party action, including intentional misconduct by computer hackers, employee error, malfeasanceA or otherwise. Third parties may attempt to fraudulently induce employees or customers into disclosing sensitive information such as usernames, passwords, or other information to gain access to our customers' data or our data, including our intellectual property and other confidential business information, or our information technology systems.A In addition, given their size and complexity, our information systems could be vulnerable to service interruptions or to security breaches from inadvertent or intentional actions by our employees, third-party vendorsA and/or business partners, or from cyber-attacks by malicious third parties attempting to gain unauthorized access to our products, systemsA or confidential information.A A We are subject to increasingly complex and evolving laws, regulations and customer-imposed controls, that govern privacy and cybersecurity.A These laws and regulations have been adopted by multiple agencies at the federal and state level, as well as in foreign jurisdictions, and the regimes have not been harmonized.A Our failure to comply with these regulatory regimes may result in significant liabilities or penalties. A 10 Table of Contents A Security breaches resulting in

unauthorized access to our data, including any data regarding our employees, customers or vendors, expose us to risks. Such unauthorized access and a failure to effectively recover from breaches could compromise confidential information, disrupt our business, harm our reputation, result in the loss of customer confidence, business and assets (including trade secrets and other intellectual property), result in regulatory proceedings and legal claims, and have a negative impact on our financial results. We experience substantial competition in each of the operating segments and geographic areas in which we operate. Our wide variety of products are sold in numerous markets, each of which is highly competitive. Our competitive position in markets is, in part, subject to external factors. For example, supply and demand for certain of our products is driven by end-use markets and worldwide capacities which, in turn, impact demand for and pricing of our products. Many of our direct competitors are part of large multinational companies and may have more resources than we do. Any increase in competition may result in lost market share or reduced prices, which could result in reduced profit margins. This may impair our ability to grow or even to maintain current levels of revenues and earnings. While we have an extensive customer base, loss of certain top customers could adversely affect our financial condition and results of operations until such business is replaced, and no assurances can be made that we would be able to regain or replace any lost customers. A failure to develop and/or acquire new products and protect our intellectual property could negatively impact our future performance and growth. Ongoing innovation and product development are important factors in our competitiveness, as is acquisition of new technologies. Failure to create and/or acquire new products and generate new ideas could negatively impact our ability to grow and deliver strong financial results. We may face difficulties marketing products produced using new technologies including, but not limited to, sustainable adhesives, which may adversely impact our sales and financial results. Failure of our products to work as predicted could lead to liability and damage to our reputation. We continually apply for and obtain U.S. and foreign patents to protect the results of our research for use in our operations and licensing. We are party to a number of patent licenses and other technology agreements. We rely on patents, confidentiality agreements and internal security measures to protect our intellectual property. Failure to protect this intellectual property could negatively affect our future performance and growth. Our operations may present health and safety risks. Notwithstanding our emphasis on the safety of our employees and contractors and the precautions we take related to health and safety, we may be unable to avoid safety incidents relating to our operations that result in injuries or deaths. Certain safety incidents may result in legal or regulatory action that could result in increased expenses or reputational damage. We maintain workers' compensation insurance to address the risk of incurring material liabilities for injuries or deaths, but there can be no assurance that the insurance coverage will be adequate or will continue to be available on terms acceptable to us, or at all, which could result in material liabilities to us for any injuries or deaths. Changes to federal, state and local employee health and safety regulations, and legislative, regulatory or societal responses to safety incidents may result in heightened regulations or public scrutiny that may increase our compliance costs or result in reputational damage. A failure in our information technology systems could negatively impact our business. We rely on information technology to record and process transactions, manage our business and maintain the financial accuracy of our records. Our computer systems are subject to damage or interruption from various sources, including power outages, computer and telecommunications failures, computer viruses, security breaches, vandalism, catastrophic events and human error. Interruptions of our computer systems could disrupt our business, for example by leading to plant downtime and/or power outages and could result in the loss of business and cause us to incur additional expense. We are in the process of implementing a global Enterprise Resource Planning (ERP) system, including the upgrade to SAP S/4HANA at the beginning of fiscal 2025, that we refer to as Project ONE, which will upgrade and standardize our information system. Implementation of Project ONE began in our North America adhesives business in 2014 and, through 2024, we completed implementation of this system in various parts of our business including Latin America (except Brazil), Australia and various other businesses in North America and Europe, India, Middle East and Africa (EIMEA). During 2025 and beyond, we will continue implementation in North America, Europe, India, the Middle East and Africa ("EIMEA"), Brazil and Asia Pacific. Table of Contents Any delays or other failure to achieve our implementation goals may adversely impact our financial results. In addition, the failure to either deliver the application on time or anticipate the necessary readiness and training needs could lead to business disruption and loss of business. Failure or abandonment of any part of the ERP system could result in a write-off of part or all of the costs that have been capitalized on the project. Risks associated with acquisitions and divestitures could have an adverse effect on us and the inability to execute organizational restructuring may affect our results. As part of our growth strategy, we have made, and will likely continue to make, acquisitions of complementary businesses or products and divestitures of businesses or products that do not align with our portfolio optimization strategy. The ability to grow through acquisitions and optimize our portfolio through divestitures depends upon our ability to identify, negotiate, and complete suitable acquisitions and divestitures. If we fail to successfully integrate acquisitions into our existing business, our results of operations and our cash flows could be adversely affected. Our acquisition strategy also involves other risks and uncertainties, including distraction of management from current operations, greater than expected liabilities and expenses, inadequate return on capital, unidentified issues not discovered in our investigations and evaluations of those strategies and acquisitions, and difficulties implementing and maintaining consistent standards, controls, procedures, policies and systems. Future acquisitions could result in additional debt and other liabilities, and increased interest expense, restructuring charges and amortization expense related to intangible assets. Divestiture activity poses similar risks, including distraction of management from current operations, disruption of operations in adjacent or related businesses, greater than expected time and expenses, reductions to profit margins if we are unable to reduce fixed costs, loss of customer, supplier, or other business relationships, and employee retention challenges. The inability to successfully manage the risks associated with our divestiture activity may result in higher production costs, lost sales or otherwise negatively affect earnings and financial results. Our growth strategy depends in part on our ability to further penetrate markets outside the United States, where there is the potential for significant economic and political disruptions. Our operations in these markets may be subject to greater risks than those faced by our operations in the United States, including political and economic instability, project delay or abandonment due to unanticipated government actions, inadequate investment in infrastructure, undeveloped property rights and legal systems, unfamiliar regulatory environments, relationships with local partners, language and cultural differences and increased difficulty recruiting, training and retaining qualified employees. In addition, our profitability is dependent on our ability to drive sustainable productivity improvements such as cost savings through organizational restructuring. Delays or unexpected costs may prevent us from realizing the full operational and financial benefits of such restructuring initiatives and may potentially disrupt our operations. Our business and operations have been, and may in the future, be adversely affected by epidemics, pandemics, outbreaks of disease and other adverse public health developments. Epidemics, pandemics, outbreaks of novel diseases and other adverse public health developments in countries and states where we operate may arise at any time. Such developments, including the COVID-19 pandemic, have had, and in the future may have, an adverse effect on our business, financial condition and results of operations. These effects include a potentially negative impact on the availability of our key personnel, labor shortages and increased turnover, temporary closures of our facilities or facilities of our business partners, customers, suppliers, third-party service providers or other vendors, and interruption of domestic and global supply chains, distribution channels and liquidity and capital or financial markets. In particular, restrictions on or disruptions of transportation, port closures or increased border controls or closures, or other impacts on domestic and global supply chains or distribution channels, could increase our costs for raw materials and commodity costs, increase demand for raw materials and commodities from competing purchasers, limit our ability to meet customer demand or otherwise have a material adverse effect on our business, financial condition and results of operations or cash flows. Precautionary measures that we may take in the future intended to limit the impact of any epidemic, pandemic, disease outbreak or other public health development, may result in additional costs. In addition, such epidemics, pandemics, disease outbreaks or other public health developments may adversely affect economies and financial markets throughout the world, such as the effect that COVID-19 has had on world economies and financial markets, which may affect our ability to obtain additional financing for our businesses and demand for our products and services. The extent to which major public health issues impact our business and our financial results in the future will depend on future developments, which are highly uncertain and cannot be predicted. As a result, it is not possible to predict the overall future impact of major public health issues on our business, liquidity, capital resources and financial results. Table of Contents Macroeconomic Risks Uncertainties in foreign economic, political, regulatory and social conditions and fluctuations in foreign currency may adversely affect our results. Approximately 55 percent, or \$1.9 billion, of our net revenue was generated outside the United States in 2024. International operations could be adversely affected by changes in economic, political, regulatory, and social conditions, especially in Brazil, Russia, China, the Middle East, including Turkey and Egypt, and other developing or emerging markets where we do business. An economic downturn in the businesses or geographic areas in which we sell our products could reduce demand for these products and result in a decrease in sales volume that could have a negative impact on our results of operations. Product demand often depends on end-use markets. Economic conditions that reduce consumer confidence or discretionary spending may reduce product demand. Challenging economic conditions may also impair the ability of our customers to pay for products they have purchased, and as a result, our reserves for doubtful accounts and write-offs of accounts receivable may increase. In addition, tariffs and other trade protection measures, anti-bribery and anti-corruption regulations, restrictions on repatriation of earnings and cash, currency controls implemented by foreign governments, differing intellectual property rights and changes in legal and regulatory requirements that restrict the sales of products or increase costs could adversely affect our results of operations. In addition, anti-bribery and anti-corruption regulations, restrictions on repatriation of earnings and cash, currency controls implemented by the U.S. and foreign governments, differing intellectual property rights and changes in legal and regulatory requirements that restrict the sales of products or increase costs could adversely affect our results of operations. Import tariffs, taxes, customs duties and other trading regulations imposed by the U.S. government on foreign countries, or by foreign countries on the U.S., could significantly increase the prices we pay for raw materials that are critical to our ability to manufacture our products. In addition, we may be unable to find a domestic supplier to provide the necessary raw materials on an economical basis in the amounts we require. Tariffs may decrease the competitiveness of our products in foreign markets or foreclose our sales entirely into those markets. We could experience a negative impact on our operating results, profitability, customer relationships and future cash flows. Fluctuations and volatility in exchange rates between the U.S. dollar and other currencies could potentially result in increases or decreases in net revenue, cost of raw materials and earnings and may adversely affect the value of our assets outside the United States. In 2024, the change in foreign currencies negatively impacted our net revenue by approximately \$34.9 million. In 2024, we spent approximately \$1.8 billion for raw materials worldwide of which approximately \$1.0 billion was purchased outside the United States. Based on 2024 financial results, a hypothetical one percent change in our cost of sales due to foreign currency rate changes would have resulted in a change in net income of approximately \$8.4 million or \$0.15 per diluted share. Although we utilize risk management tools, including hedging, as appropriate, to mitigate market fluctuations in foreign currencies, any changes in strategy in regard to risk management tools can also affect revenue, expenses and results of operations and there can be no assurance that such measures will result in cost savings or that all market fluctuation exposure will be eliminated. Distressed financial markets may result in dramatic deflation of financial asset valuations and high interest rates may disrupt the availability of capital. Adverse equity market conditions and volatility in the credit markets could have a negative impact on the value of our pension trust assets, our future estimated pension liabilities and other postretirement benefit plans. In addition, we could be required to provide increased pension plan funding. As a result, our financial results could be negatively impacted. In a rising interest rate environment, more costly debt and reduced access to capital markets may affect our ability to invest in strategic growth initiatives such as acquisitions. In addition, the reduced credit availability could limit our customers' ability to invest in their businesses, refinance maturing debt obligations, or meet their ongoing working capital needs. If these customers do not have sufficient access to the financial markets, demand for our products may decline. Table of Contents The military conflicts between Russia and Ukraine and in the Middle East, and the global response to these events, could adversely impact our revenues, gross margins and financial results. The U.S. government and other nations have imposed significant restrictions on most companies' ability to do business in Russia as a result of the military conflict between Russia and Ukraine. Increases in energy demand and supply disruptions caused by the Russia and Ukraine conflict have resulted in significantly higher energy prices, particularly in Europe. It is not possible to predict the broader or longer-term consequences of that conflict or the ongoing conflict in the Middle East, which could include further sanctions, embargoes, regional instability, energy shortages, geopolitical shifts and adverse effects on macroeconomic conditions, security conditions, currency exchange rates and financial markets. Such geopolitical instability and uncertainty could have a negative impact on our ability to sell to, ship products to, collect payments from, and support customers in certain regions based on trade restrictions, embargoes and export control law restrictions, and logistics restrictions including closures of air space, and could increase the costs, risks and adverse impacts from these new challenges. We may also be the subject of increased cyber-attacks. While the countries involved in these conflicts do not constitute a material portion of our business, a significant escalation or expansion of economic disruption or the conflicts' current scope could have a material adverse effect on our results of operations. Catastrophic events could disrupt our operations or the operations of our suppliers or customers, having a negative impact on our financial results. Unexpected events, including global pandemics, natural disasters and severe weather events, fires or explosions at our facilities or those of our suppliers, acts of war or terrorism, supply disruptions or breaches of security of our information technology systems could increase the cost of doing business or otherwise harm our operations, our customers or our suppliers. Such events could reduce demand for our products or make it difficult or impossible for us to receive raw materials from suppliers and deliver products to our customers. Legal and Regulatory Risks The impact of changing laws or regulations or the manner of interpretation or enforcement of existing laws or regulations could adversely impact our financial performance and restrict our ability to operate our business or execute our strategies. New laws or regulations, or changes in existing laws or regulations or the manner of their interpretation or enforcement, could increase our cost of doing business and restrict our ability to operate our business or execute our strategies. In addition, compliance with laws and regulations is complicated by our substantial global footprint, which will require significant and additional resources to ensure compliance with applicable laws and regulations in the various countries where we conduct business. Our global operations expose us to trade and economic sanctions and other restrictions imposed by the U.S., the EU and other governments and organizations. The U.S. Departments of Justice, Commerce, State, Homeland Security, and Treasury and other federal agencies and authorities have a broad range of civil and criminal penalties they may seek to impose against corporations and individuals for violations of economic sanctions laws, export control laws, the FCPA and other federal statutes and regulations, including those established by the OFAC. Under these laws and regulations, as well as other anti-corruption laws, anti-money-laundering laws, export control laws, customs laws, sanctions laws and other laws governing our operations, various government agencies may require export licenses, may seek to impose modifications to business practices, including cessation of business activities in sanctioned countries or with sanctioned persons or entities and modifications to compliance programs, including import restrictions, which may increase compliance costs, and may subject us to fines, penalties and other sanctions. A violation of these laws, regulations, policies or procedures could adversely impact our business, results of operations and financial condition. Although we have implemented policies and procedures in these areas, we cannot assure that our policies and procedures are sufficient or that directors, officers, employees, representatives, manufacturers, suppliers and agents have not engaged and will not engage in conduct in violation of such policies and procedures. Costs and expenses resulting from compliance with environmental laws and regulations may negatively impact our operations and financial results. We are subject to numerous environmental laws and regulations that impose various environmental controls on us or otherwise relate to environmental protection, the sale and export of certain chemicals or hazardous materials, and various health and safety matters. The costs of complying with these laws and regulations can be significant and may increase as applicable requirements and their enforcement become more stringent and new rules are implemented. Adverse developments and/or periodic settlements could negatively impact our results of operations and cash flows. See Item 3. Legal Proceedings for a discussion of current environmental matters. Table of Contents Climate change, or legal, regulatory or market measures to address climate change, may materially adversely affect our financial condition and business operations. A Climate

change resulting from increased concentrations of carbon dioxide and other greenhouse gases in the atmosphere could present risks to our future operations from natural disasters and extreme weather conditions, such as hurricanes, tornadoes, earthquakes, wildfires or flooding. Such extreme weather conditions could pose physical risks to our facilities and disrupt operation of our supply chain and may increase operational costs. The impacts of climate change on global water resources may result in water scarcity, which could in the future impact our ability to access sufficient quantities of water in certain locations and result in increased costs. Concern over climate change continues to result in new legal or regulatory requirements designed to mitigate the effects of climate change on the environment, such as the EU's CSRD, California's Climate Corporate Data Accountability Act and Climate Related Financial Risk Act, the SEC's Enhancement and Standardization of Climate-Related Disclosures for Investors, and other new and proposed regulatory frameworks. We are experiencing increased compliance burdens and costs to meet the regulatory obligations and these regulatory obligations may adversely affect raw material sourcing, manufacturing operations and the distribution of our products. Our business exposes us to potential product liability, warranty, and tort claims, as well as recalls and regulatory enforcement actions, which may negatively impact our operations, financial results, and reputation. The development, manufacture and sale of adhesives, sealants, and other specialty chemical products by us, including products produced for the medical device, automotive, food and beverage, aerospace and defense, construction, and hygiene products end markets, involves a risk of exposure to product liability, warranty, and tort claims, product recalls, product seizures and related adverse publicity. A product liability, warranty, or tort claim or judgment against us could also result in substantial and unexpected expenditures, affect customer confidence in our products, and divert management's attention from other responsibilities. Although we maintain product liability insurance, there can be no assurance that the level of coverage is adequate, that coverage will apply, or that we will be able to continue to maintain our existing insurance or obtain comparable insurance at a reasonable cost, if at all. We also have contracting policies and controls in place to limit our exposure to third party claims, though we might not always be able to limit our exposure to those claims. In addition to tort claims, our industry is also facing new compliance obligations and potential enforcement activity related to recent federal and state initiatives to regulate additional per- and polyfluoroalkyl substances (PFAS) in an expanding set of products. Such initiatives include proposals and rules from the U.S. EPA to regulate certain types and uses of PFAS under the Toxic Substances Control Act (TSCA), the Toxics Release Inventory (TRI), and the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), as well as statutes proposed and enacted by various states. These emerging regulations and laws create obligations regarding assessment, reporting, and in some cases, elimination of certain PFAS in products; they also could create increased obligations around environmental discharges, waste handling, and possible remediation. We continue to monitor the development and implementation of these and other PFAS regulatory initiatives, analyze their potential impact on our operations, products, and supply chains, and assess adaptations that may become necessary to comply. We have lawsuits and claims against us with uncertain outcomes. Our operations from time to time are parties to or targets of lawsuits, claims, investigations and proceedings, including product liability, personal injury, asbestos, patent and intellectual property, commercial, contract, environmental, antitrust, health and safety, and employment matters, which are handled and defended in the ordinary course of business. The results of any future litigation or settlement of such lawsuits and claims are inherently unpredictable, but such outcomes could be adverse and material in amount. See Item 3. Legal Proceedings for a discussion of current litigation. The Company's effective tax rate could be volatile and materially change as a result of the adoption of new tax legislation and other factors. A change in tax laws is one of many factors that impact the Company's effective tax rate. The U.S. Congress and other government agencies in jurisdictions where the Company does business have had an extended focus on issues related to the taxation of multinational corporations. As a result, the tax laws in the U.S. and other countries in which the Company does business could change, and any such changes could adversely impact our effective tax rate, financial condition and results of operations. The Organization for Economic Co-operation and Development ("OECD"), an international association of 38 countries including the United States, finalized and adopted numerous changes to long-standing tax principles. Certain of these changes become effective for the Company in 2025 and will likely increase tax uncertainty and may adversely affect our provision for income taxes. A Table of Contents A Additional income tax expense or exposure to additional income tax liabilities could have a negative impact on our financial results. A We are subject to income tax laws and regulations in the United States and various foreign jurisdictions. Significant judgment is required in evaluating and estimating our provision and accruals for these taxes. Our income tax liabilities are dependent upon the location of earnings among these different jurisdictions. Our income tax provision and income tax liabilities could be adversely affected by the jurisdictional mix of earnings, changes in valuation of deferred tax assets and liabilities and changes in tax laws and regulations. In the ordinary course of our business, we are also subject to continuous examinations of our income tax returns by tax authorities. Although we believe our tax estimates are reasonable, the final results of any tax examination or related litigation could be materially different from our related historical income tax provisions and accruals. Adverse developments in an audit, examination or litigation related to previously filed tax returns, or in the relevant jurisdiction's tax laws, regulations, administrative practices, principles and interpretations could have a material effect on our results of operations and cash flows in the period or periods for which that development occurs, as well as for prior and subsequent periods. The decision to repatriate foreign earnings could result in higher withholding taxes. A Financial Risks A We may be required to record impairment charges on our goodwill or long-lived assets. A Weak demand may cause underutilization of our manufacturing capacity or elimination of product lines; contract terminations or customer shutdowns may force sale or abandonment of facilities and equipment; or other events associated with weak economic conditions or specific product or customer events may require us to record an impairment on tangible assets, such as facilities and equipment, as well as intangible assets, such as intellectual property or goodwill, which would have a negative impact on our financial results. A Our current indebtedness could have a negative impact on our liquidity or restrict our activities. A Our current indebtedness contains various covenants that limit our ability to engage in specified types of transactions. Our overall leverage and the terms of our financing arrangements could: A limit our ability to obtain additional financing in the future for working capital, capital expenditures and acquisitions, even when necessary to maintain adequate liquidity, particularly if any ratings assigned to our debt securities by rating organizations were revised downward; A make it more difficult to satisfy our obligations under the terms of our indebtedness; A limit our ability to refinance our indebtedness on terms acceptable to us or at all; A limit our flexibility to plan for and adjust to changing business and market conditions in the industries in which we operate and increase our vulnerability to general adverse economic and industry conditions; A require us to dedicate a substantial portion of our cash flow to make interest and principal payments on our debt, thereby limiting the availability of our cash flow to fund future acquisitions, working capital, business activities and other general corporate requirements; A subject us to higher levels of indebtedness than our competitors, which may cause a competitive disadvantage and may reduce our flexibility in responding to increased competition; and A expose us to interest rate risk since a portion of our debt obligations are at variable rates. This could negatively impact our earnings, cash flows and our ability to grow. For example, a one percentage point increase in the average interest rate on our floating rate debt at November 30, 2024 would increase future interest expense by approximately \$6.0 million per year. A In addition, the restrictive covenants require us to maintain specified financial ratios and satisfy other financial condition tests. Our ability to meet those financial ratios and tests will depend on our ongoing financial and operating performance, which, in turn, will be subject to economic conditions and to financial, market and competitive factors, many of which are beyond our control. A breach of any of these covenants could result in a default under the instruments governing our indebtedness. A Item 1B. Unresolved Staff Comments A None. A 16 Table of Contents A Item 1C. Cybersecurity A Cybersecurity protection and data privacy are important to maintaining our proprietary information and the trust of our customers, suppliers and employees, and we recognize the importance of working to secure our data and information systems from potential cybersecurity and data privacy incidents. We are a large global manufacturer with sites around the world, and we identify and assess our cybersecurity risk through that lens. Securing the execution and control of our manufacturing operations, to the extent implemented through digital technology, is a primary area of focus. We also face risks encountered by substantially all large global companies such as the risks of intellectual property and information being compromised, fraud and violation of privacy or security laws. A Our cybersecurity risk is managed as part of our broader enterprise risk management program. Specifically, a risk management workstream focused on our information technology function (including cybersecurity) is designed to assess, identify and manage cybersecurity-related risks and mitigation measures. Our cybersecurity risk program also includes a documented incident response plan to be used in the event of a cybersecurity incident. The incident response plan provides for certain responses based on various factors of a cybersecurity incident. A We periodically assess and test our policies, standards, processes and practices that are designed to address cybersecurity threats and incidents, including those from third-party service providers who have access to our systems, data or are critical to our continued business operations. These efforts include a wide range of activities, including audits, assessments, tabletop exercises, threat modeling, vulnerability testing and other exercises focused on evaluating the effectiveness of our cybersecurity measures and planning. We regularly engage third parties to perform assessments on our cybersecurity measures, including information security maturity assessments, audits and independent reviews of our information security control environment and operating effectiveness. The results of such assessments, audits and reviews are reported to senior management and, if warranted, to our audit committee, and we adjust our cybersecurity policies, standards, processes and practices as necessary based on the information provided by these assessments, audits and reviews. A While some of our third-party service providers have experienced cybersecurity incidents and have experienced threats to their data and systems, as of the date of this report, we are not aware of any cybersecurity threats or incidents that have materially affected our business strategy, results of operations, or financial condition. This does not guarantee that future incidents or threats will not have a material impact by interrupting operations, causing reputational harm, increasing operating costs, or exposing the Company to litigation. For additional commentary on cybersecurity risks, see Part 1, Item 1A. Risk Factors. A Governance and Management's Responsibilities A Our Board of Directors views the identification and effective management of cybersecurity threats as a critical component of overall risk management and oversight responsibilities, and has delegated responsibility for oversight of this risk to the audit committee. The audit committee oversees the management of risks arising from cybersecurity threats and regularly reports to the Board of Directors regarding cybersecurity. Our audit committee oversees our enterprise risk management (ERM) process, and cybersecurity represents an important component of our overall approach to ERM. Our cybersecurity policies, standards, processes and practices are informed by the National Institute of Standards and Technology (NIST) Cybersecurity Framework and applicable industry standards. In general, we seek to address cybersecurity risks through a comprehensive, cross-functional program that is focused on identifying, assessing, preventing and mitigating cybersecurity threats and effectively responding to cybersecurity incidents when they occur. A To manage our cybersecurity program, management has established a cybersecurity steering committee and cybersecurity incident response team, both led by our chief information officer. Our cybersecurity steering committee and cybersecurity incident response team include multidisciplinary groups of corporate and operational leaders, external cyber-specialist resources and technical experts in cybersecurity risk management, incident response and security operations. A Many members of our cybersecurity team have extensive experience in the operations of networks, network security and infrastructure management. Our chief information officer has over 20 years of information technology experience, including leadership roles at large, global, publicly-traded companies, and is informed about and monitors prevention, detection, mitigation, and remediation efforts through regular communication and reporting from professionals on the cybersecurity steering committee and cybersecurity incident response team, and through the use of technological tools and software. A Our chief information officer is also responsible for updating the audit committee on cybersecurity on a quarterly basis and, where appropriate, escalating certain cybersecurity incidents to the full Board of Directors. A 17 Table of Contents A Item 2. Properties A Principal executive offices and central research facilities are located in the St. Paul, Minnesota area. These facilities are company-owned. Manufacturing operations are carried out at 40A plants located throughout the United States and at 40A plants located in 25A other countries. In addition, numerous sales and service offices are located throughout the world. We believe that the properties owned or leased are suitable and adequate for our business. Operating capacity varies by product line, but additional production capacity is available for most product lines by increasing the number of shifts worked. The following is a list of our manufacturing plants as of November 30, 2024 (each of the listed properties are owned by us, unless otherwise specified): A Segment A Segment Hygiene, Health and Consumable Adhesives A Engineering Adhesives Argentina A Buenos Aires A France A Surbouro Australia A Dandenong South A Germany A Wunstorf Australia A Sydney A Germany A Nienburg Brazil A Sorocaba A Germany A Langelsheim A Brazil A Curitiba A Germany A Pirmasens Brazil A Guarulhos A Italy A Pianezze Chile A Santiago A People's Republic of China A Beijing Colombia A Rionegro A People's Republic of China A Chongqing A Egypt A 6th of October City A 3rd Industrial Zone A People's Republic of China A Nanjing Egypt A 6th of October City - CPC Industrial Park A People's Republic of China A Suzhou Finland A Valkeakoski A People's Republic of China A Yantai France A Blois A Portugal A Mindelo Germany A Lueneburg A United Kingdom A Preston A Germany A Frankfurt, 1,2 - Kilianstrasse A United States A California - Irvine A Germany A Frankfurt, 1,2 - Vilbel A United States A California - Wilmington A Greece A Lamia A United States A California - Santa Fe Springs A India A Pune A United States A Georgia - Ball Ground A Indonesia A Mojokerto A United States A Georgia - Norcross A Kenya A Nairobi A United States A Illinois - Frankfort - Corsair Malaysia A Selangor A United States A Illinois - Frankfort - West Drive New Zealand A Auckland A United States A Illinois - Northbrook A People's Republic of China A Guangzhou A United States A Illinois - Rockford Philippines A Manila A United States A Indiana - South Bend Sweden A Landskrona A United States A Massachusetts - Peabody A United Kingdom A Dukinfield A United States A Michigan - Clawson A United Kingdom A Milton Keynes A United States A Michigan - Grand Rapids United States A California - Roseville A United States A Michigan - Troy United States A Georgia - Covington A United States A Minnesota - Fridley United States A Georgia - Tucker A United States A Minnesota - Maple Grove United States A Illinois - Seneca A United States A Ohio - Bellevue A United States A Kentucky - Paducah A United States A Ohio - Twinsburg A United States A Minnesota - Vadnais Heights A United States A Texas - Arlington United States A New York - Syracuse A A United States A North Carolina - Charlotte A A United States A North Carolina - Hudson A Construction Adhesives United States A Ohio - Blue Ash A Belgium A Willebroek United States A South Carolina - Simpsonville A Canada A Ontario - Toronto A United States A Texas - Mesquite A Mexico A Coahuila United States A Washington - Vancouver A United Arab Emirates A Ras Al-Khaimah A A United Kingdom A Kirkby in Ashfield A A United Kingdom A Lyngington A A United Kingdom A Mansfield A A United Kingdom A Staffordshire A A United Kingdom A Tibshelf, 1,2 A A United States A California - La Mirada A A United States A Florida - Gainesville A A United States A Georgia - Dalton A A United States A Illinois - Aurora A A United States A Michigan - Michigan Center A A United States A New Jersey - Edison A A United States A Ohio - Chagrin Falls A A United States A Texas - Houston A A United States A Texas - Mansfield A A A A A 1 Leased Property 2 Idle Property 18 Table of Contents A Item 3. Legal Proceedings A Environmental Matters A From time to time, we become aware of compliance matters relating to, or receive notices from, federal, state or local entities regarding possible or alleged violations of environmental, health or safety laws and regulations. Also, from time to time, we are identified as a potentially responsible party (PRP) under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) and/or similar state laws that impose liability for costs relating to the clean up of contamination resulting from past spills, disposal or other release of hazardous substances. We are also subject to similar laws in some of the countries where current and former facilities are located. Our environmental, health and safety department monitors compliance with applicable laws on a global basis. A Currently, we are involved in various environmental investigations, clean up activities and administrative proceedings and lawsuits. In particular, we are currently deemed a PRP in conjunction with numerous other parties, in a number of government enforcement actions associated with landfills and/or hazardous waste sites. As a PRP, we may be required to pay a share of the costs of investigation and clean up of these sites. A We are also engaged in environmental remediation and monitoring efforts at a number of current and former operating facilities. To the extent we can reasonably estimate the amount of our probable liabilities for environmental matters, we establish a financial provision. It is reasonably possible that we may have additional liabilities related to these known environmental matters. However, the full extent of our future liability for environmental matters is difficult to predict because of uncertainty as to the cost of investigation and clean up of the sites, our

responsibility for such hazardous substances and the number of and financial condition of other potentially responsible parties. While uncertainties exist with respect to the amounts and timing of the ultimate environmental liabilities, based on currently available information, we have concluded that these matters, individually or in the aggregate, will not have a material adverse effect on our results of operations, financial condition or cash flow. However, adverse developments and/or periodic settlements could negatively impact the results of operations or cash flows in one or more future periods. Other Legal Proceedings From time to time and in the ordinary course of business, we are a party to, or a target of, lawsuits, claims, investigations and proceedings, including product liability, personal injury, asbestos, contract, patent and intellectual property, environmental, health and safety, tax and employment matters. While we are unable to predict the outcome of these matters, we have concluded, based upon currently available information, that the ultimate resolution of any pending matter, individually or in the aggregate, will not have a material adverse effect on our results of operations, financial condition or cash flow. However, adverse developments and/or periodic settlements could negatively impact the results of operations or cash flows in one or more future periods. For additional information regarding environmental matters and other legal proceedings, see Note 14 to the Consolidated Financial Statements. Item 4. Mine Safety Disclosures Not applicable. 19 Table of Contents Part II. Item 5. Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities Our common stock is traded on the New York Stock Exchange under the symbol FUL. As of January 17, 2025, there were 1,307.4 common shareholders of record for our common stock. Issuer Purchases of Equity Securities The Company did not repurchase any equity securities during the fourth quarter ended November 30, 2024. On April 7, 2022, the Board of Directors authorized a share repurchase program of up to \$300.0 million of our outstanding common shares for a period of up to five years. Under the program, we are authorized to repurchase shares for cash on the open market, from time to time, in privately negotiated transactions or block transactions, or through an accelerated repurchase agreement. The timing of such repurchases is dependent on price, market conditions and applicable regulatory requirements. Upon repurchase of the shares, we reduce our common stock for the par value of the shares with the excess being applied against additional paid in capital. This authorization replaced the April 6, 2017 authorization to repurchase shares. Total Shareholder Return Graph The line graph below compares the cumulative total shareholder return on our common stock for the last five fiscal years with cumulative total return on the S&P Small Cap 600 Index and Dow Jones U.S. Specialty Chemicals Index. This graph assumes a \$100 investment in each of H.B. Fuller, the S&P Small Cap 600 Index and the Dow Jones U.S. Specialty Chemicals Index at the close of trading on November 30, 2019, and also assumes the reinvestment of all dividends. 20 Table of Contents Item 6. Selected Financial Data Reserved. Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations Overview H.B. Fuller Company is a global formulator, manufacturer and marketer of adhesives and other specialty chemical products. We have three reportable segments: Hygiene, Health and Consumable Adhesives, Engineering Adhesives and Construction Adhesives. The Hygiene, Health and Consumable Adhesives operating segment manufactures and supplies adhesives products in the assembly, packaging, converting, nonwoven and hygiene, health and beauty, flexible packaging, graphic arts and envelope markets. The Engineering Adhesives operating segment provides high-performance adhesives to the transportation, electronics, clean energy, aerospace and defense, performance wood, insulating glass, textile, appliance and heavy machinery markets. The Construction Adhesives operating segment manufactures and provides specialty adhesives, sealants, tapes, mortars, grouts, and application devices for commercial building roofing systems, heavy infrastructure projects, road/highway/airport transportation applications, telecom/5G utilities, industrial LNG plants, building envelope applications, HVAC insulation systems, and for both residential and commercial flooring underlayment solutions. Total Company When reviewing our financial statements, it is important to understand how certain external factors impact us. These factors include: Changes in the prices of our raw materials that are primarily derived from refining crude oil and natural gas, Global supply of and demand for raw materials, Economic growth rates, and Currency exchange rates compared to the U.S. dollar. We purchase thousands of raw materials, the majority of which are petroleum/natural gas derivatives. The price of these derivatives impacts the cost of our raw materials. However, the supply of and demand for key raw materials has a greater impact on our costs. As demand increases in high-growth areas, the supply of key raw materials may tighten, resulting in certain materials being put on allocation. Natural disasters, such as hurricanes, also can have an impact as key raw material producers are shut down for extended periods of time. We continually monitor capacity utilization figures, market supply and demand conditions, feedstock costs and inventory levels, as well as derivative and intermediate prices, which affect our raw materials. With approximately 75 percent of our cost of sales accounted for by raw materials, our financial results are extremely sensitive to changing costs in this area. The pace of economic growth directly impacts certain industries to which we supply products. For example, adhesives-related revenues from durable goods customers in areas such as appliances, furniture and other woodworking applications tend to fluctuate with the overall economic activity. In our Construction Adhesives operating segment and business components such as insulating glass in Engineering Adhesives, revenues tend to move with more specific economic indicators such as housing starts and other construction-related activity. The movement of foreign currency exchange rates as compared to the U.S. dollar impacts the translation of the foreign entities' financial statements into U.S. dollars. As foreign currencies weaken against the U.S. dollar, our revenues and costs decrease as the foreign currency-denominated financial statements translate into fewer U.S. dollars. The fluctuations of the Euro, Chinese renminbi, British pound sterling, Egyptian pound, Turkish lira, Brazilian real, Chilean peso and Colombian peso against the U.S. dollar have the largest impact on our financial results as compared to all other currencies. In 2024, currency fluctuations had a negative impact on net revenue of approximately \$34.9 million as compared to 2023. 21 Table of Contents Key financial results and transactions for 2024 included the following: Net revenue increased 1.6 percent from 2023 primarily driven by a 3.6 percent increase due to acquisitions and a 1.7 percent increase in sales volume, partially offset by a 2.7 percent decrease in product pricing and a 1.0 percent decrease due to currency fluctuations. Gross profit margin increased to 29.8 percent in 2024 from 28.7 percent in 2023, due to a decrease in raw material costs, partially offset by an increase in other manufacturing costs. Cash flow generated by operating activities was \$302.4 million in 2024 as compared to \$378.4 million in 2023. Our total year organic revenue growth, which we define as the combined variances from sales volume and product pricing, decreased 1.0 percent for 2024 compared to 2023 due to a decrease in product pricing, partially offset by an increase in sales volume. In 2024, our diluted earnings per share was \$2.30 compared to \$2.59 in 2023. The lower earnings per share in 2024 compared to 2023 was primarily due to other expense, net that includes a \$47.3 million loss on the impairment of assets associated with our North American flooring business that is held for sale and higher operating costs, partially offset by higher net revenue, lower interest expense and lower income tax expense. Information pertaining to fiscal year 2022 was included in the Company's Annual Report on Form 10-K for the year ended December 2, 2023, under Part II, Item 7 "Management's Discussion and Analysis of Financial Position and Results of Operations," which was filed with the SEC on January 24, 2024. Project ONE In December 2012, our Board of Directors approved a multi-year project to replace and enhance our existing core information technology platforms. The scope for this project includes most of the basic transaction processing for the Company including customer orders, procurement, manufacturing and financial reporting. The project envisions harmonized business processes for each of our operating segments supported with one standard software configuration. The execution of this project, which we refer to as Project ONE, is being supported by internal resources and consulting services. Implementation of Project ONE began in our North America adhesives business in 2014 and, through 2024, we completed implementation of this system in various parts of our business including Latin America (except Brazil), Australia, and various other businesses in North America and EIMEA. During 2025 and beyond, we will continue implementation in North America, EIMEA, Brazil and Asia Pacific. Total expenditures for Project ONE are estimated to be \$270 to \$290 million, of which 60-65% is expected to be capital expenditures. Our total project-to-date expenditures are approximately \$230 million, of which approximately \$140 million are capital expenditures. Given the complexity of the implementation, the total investment to complete the project may exceed our estimate. Restructuring Plans During the second and third quarters of 2023, the Company approved restructuring plans (the "Plans") related to organizational changes and other actions to optimize operations and integrate acquired businesses. In implementing the Plans, the Company currently expects to incur costs of approximately \$60.0 million to \$65.0 million (\$46.6 million to \$50.7 million after-tax), which include (i) cash expenditures of approximately \$28.4 million to \$29.6 million (\$22.0 million to \$23.0 million after-tax) for severance and related employee costs globally and (ii) other restructuring costs related to the streamlining of processes and the payment of anticipated income taxes in certain jurisdictions related to the Plans. We have incurred costs of \$55.5 million under the Plans as of November 30, 2024. The Plans were implemented in the second quarter of fiscal year 2023 and are currently expected to be completed during fiscal year 2026. The restructuring costs will be spread across the next several fiscal quarters as the measures are implemented with the majority of the charges recognized and cash payments occurring in fiscal 2023 and 2024. 22 Table of Contents Critical Accounting Policies and Significant Estimates Management's discussion and analysis of our results of operations and financial condition are based upon the Consolidated Financial Statements, which have been prepared in accordance with accounting principles generally accepted in the United States of America. The preparation of these financial statements requires us to make estimates and judgments that affect the reported amounts of assets, liabilities, revenues and expenses and related disclosure of contingent assets and liabilities. We believe the critical accounting policies and areas that require the most significant judgments and estimates to be used in the preparation of the Consolidated Financial Statements relate to goodwill impairment; pension and other postretirement assumptions; long-lived assets recoverability; valuation of product, environmental and other litigation liabilities; a valuation of deferred tax assets and accuracy of tax contingencies; and valuation of acquired assets and liabilities. A Goodwill Goodwill is the excess of cost of an acquired entity over the amounts assigned to assets acquired and liabilities assumed in a purchase business combination. Goodwill is allocated to our reporting units, which are our operating segments or one level below our operating segments (the component level). Reporting units are determined by the discrete financial information available for the component and whether it is regularly reviewed by segment management. Components are aggregated into a single reporting unit if they share similar economic characteristics. Our reporting units are as follows: Hygiene, Health and Consumable Adhesives, Engineering Adhesives and Construction Adhesives. We evaluate our goodwill for impairment annually at the beginning of the fourth quarter or earlier upon the occurrence of substantive unfavorable changes in economic conditions, industry trends, costs, cash flows, or ongoing declines in market capitalization. The quantitative impairment test requires judgment, including the identification of reporting units, the assignment of assets, liabilities and goodwill to reporting units, and the determination of fair value of each reporting unit. The impairment test requires the comparison of the fair value of each reporting unit with its carrying amount, including goodwill. In performing the impairment test, we determined the fair value of our reporting units through the income approach by using discounted cash flow ("DCF") analyses. Determining fair value requires the Company to make judgments about appropriate forecasted revenue and related revenue growth rate, the earnings before interest, taxes, depreciation and amortization ("EBITDA") margins rate and the weighted average cost of capital. The cash flows employed in the DCF analysis for each reporting unit are based on the reporting unit's budget, long-term business plan and recent operating performance. Discount rate assumptions are based on an assessment of the risk inherent in the future cash flows of the respective reporting unit and market conditions. Given the inherent uncertainty in determining the assumptions underlying a DCF analysis, actual results may differ from those used in our valuations. In assessing the reasonableness of the determined fair values, we also reconciled the aggregate determined fair value of the Company to the Company's market capitalization, which, at the date of our 2024 impairment test, included a 16 percent control premium. For the 2024 impairment test, the fair value of the reporting units exceeded the respective carrying values by 20 percent to 147 percent. Significant assumptions used in the DCF analysis included discount rates that ranged from 9.1 percent to 10.1 percent and long-term revenue growth rates. See Note 5 to the Consolidated Financial Statements for further information regarding goodwill. See Note 2 to the Consolidated Financial Statements for further information regarding the impairment of goodwill associated with the North America Flooring business that is held for sale. A Pension and Other Postretirement Plan Assumptions We sponsor defined-benefit pension plans in both the U.S. and non-U.S. entities. Also in the U.S., we sponsor other postretirement plans for health care and life insurance benefits. Expenses and liabilities for the pension plans and other postretirement plans are actuarially calculated. These calculations are based on our assumptions related to the discount rate, expected return on assets, projected salary increases and health care cost trend rates. Note 10 to the Consolidated Financial Statements includes disclosure of assumptions employed in these measurements for both the non-U.S. and U.S. plans. 23 Table of Contents The discount rate assumption is determined using an actuarial yield curve approach, which results in a discount rate that reflects the characteristics of the plan. The approach identifies a broad population of corporate bonds that meet the quality and size criteria for the particular plan. We use this approach rather than a specific index that has a certain set of bonds that may or may not be representative of the characteristics of our particular plan. A higher discount rate reduces the present value of the pension obligations. The discount rate for the U.S. pension plan was 5.23 percent at November 30, 2024, 5.66 percent at December 2, 2023 and 5.36 percent at December 3, 2022. Net periodic pension cost for a given fiscal year is based on assumptions developed at the end of the previous fiscal year. A discount rate change of 0.5 percentage points at November 30, 2024 would impact U.S. pension and other postretirement plan (income) expense by \$0.1 million (pre-tax) in fiscal 2025. Discount rates for non-U.S. plans are determined in a manner consistent with the U.S. plans. The expected long-term rate of return on plan assets assumption for the U.S. pension plan was 7.75 percent in 2024, 7.75 percent in 2023 and 7.00 percent in 2022. Our expected long-term rate of return on U.S. plan assets was based on our target asset allocation assumption of 55 percent equities and 45 percent fixed-income. Management, in conjunction with our external financial advisors, determines the expected long-term rate of return on plan assets by considering the expected future returns and volatility levels for each asset class that are based on historical returns and forward-looking observations. For 2024, the expected long-term rate of return on the target equities allocation was 8.50 percent and the expected long-term rate of return on the target fixed-income allocation was 5.62 percent. The total plan rate of return assumption included an estimate of the effect of diversification and the plan expense. A change of 0.5 percentage points for the expected return on assets assumption would impact U.S. net pension and other postretirement plan expense by approximately \$2.6 million (pre-tax). Management, in conjunction with our external financial advisors, uses the actual historical rates of return of the asset categories to assess the reasonableness of the expected long-term rate of return on plan assets. The most recent 10-year and 20-year historical equity returns are shown in the table below. Our expected rate of return on our total portfolio is consistent with the historical patterns observed over longer time frames. Total Fixed U.S. Pension Plan Historical Actual Rates of Return Portfolio Equities Income 10-year period 5.4 % 6.9 % 3.0 % 20-year period 6.1 % 6.8 % 4.6 % Beginning in 2022, our target allocation migrated from 60 percent equities and 40 percent fixed-income to 55 percent equities and 45 percent fixed income. The historical actual rate of return for the fixed income of 4.6 percent is since inception (18 years, 11 months). The expected long-term rate of return on plan assets assumption for non-U.S. pension plans was a weighted-average of 5.01 percent in 2024 compared to 5.02 percent in 2023 and 3.49 percent in 2022. The expected long-term rate of return on plan assets assumption used in each non-U.S. plan is determined on a plan-by-plan basis for each local jurisdiction and is based on expected future returns for the investment mix of assets currently in the portfolio for that plan. Management, in conjunction with our external financial advisors, develops expected rates of return for each plan, considers expected long-term returns for each asset category in the plan, reviews expectations for inflation for each local jurisdiction, and estimates the effect of active management of the plan's assets. Our largest non-U.S. pension plans are in the United Kingdom and Germany. The expected long-term rate of return on plan assets for the United Kingdom was 4.50 percent and the expected long-term rate of return on plan assets for Germany was 5.50 percent. Management, in conjunction with our external financial advisors, uses actual historical returns of the asset portfolio to assess the reasonableness of the expected rate of return for each plan. The projected salary increase assumption is based on historic trends and comparisons to the external market. Higher rates of increase result in higher pension expenses. As this rate is also a long-term expected rate, it is less likely to change on an annual basis. Under the U.S. pension plan, the compensation amount was locked-in as of May 31, 2011 and thus the benefit no longer includes compensation increases. Projected salary increase assumptions for non-U.S. plans are determined in a manner consistent with the U.S. plans. 24 Table of

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Recoverability of Long-Lived Assets

The assessment of the recoverability of long-lived assets reflects our assumptions and estimates. Factors that we must estimate when performing impairment tests include sales volume, prices, inflation, currency exchange rates, tax rates and capital spending. Significant judgment is involved in estimating these factors, and they include inherent uncertainties. The measurement of the recoverability of these assets is dependent upon the accuracy of the assumptions used in making these estimates and how the estimates compare to the eventual future operating performance of the specific businesses to which the assets are attributed. A Judgments made by us include the expected useful lives of long-lived assets. The ability to realize undiscounted cash flows in excess of the carrying amounts of such assets is affected by factors such as the ongoing maintenance and improvement of the assets, changes in economic conditions and changes in operating performance. A See Note 2 to the Consolidated Financial Statements for further information regarding the impairment of long-lived assets associated with the North America Flooring business that is held for sale. A Product, Environmental and Other Litigation Liabilities

As disclosed in Item 3. Legal Proceedings and in Note 1 and Note 14 to the Consolidated Financial Statements, we are subject to various claims, lawsuits and other legal proceedings. Reserves for loss contingencies associated with these matters are established when it is determined that a liability is probable and the amount can be reasonably estimated. The assessment of the probable liabilities is based on the facts and circumstances known at the time that the financial statements are being prepared. For cases in which it is determined that a liability is probable but only a range for the potential loss exists, the minimum amount of the range is recorded and subsequently adjusted as better information becomes available. A For cases in which insurance coverage is available, the gross amount of the estimated liabilities is accrued, and a receivable is recorded for any probable estimated insurance recoveries. A discussion of environmental, product and other litigation liabilities is disclosed in Item 3. Legal Proceedings and Note 14 to the Consolidated Financial Statements. A Based upon currently available facts, we do not believe that the ultimate resolution of any pending legal proceeding, individually or in the aggregate, will have a material adverse effect on our long-term financial condition. However, adverse developments and/or periodic settlements could negatively affect our results of operations or cash flows in one or more future quarters. A Income Tax Accounting

As part of the process of preparing the Consolidated Financial Statements, we are required to estimate income taxes in each of the jurisdictions in which we operate. The process involves estimating actual current tax expense along with assessing temporary differences resulting from differing treatment of items for book and tax purposes. These temporary differences result in deferred tax assets and liabilities, which are included in the Consolidated Balance Sheets. We record a valuation allowance to reduce our deferred tax assets to the amount that is more-likely-than-not to be realized. We have considered future taxable income and ongoing tax planning strategies in assessing the need for the valuation allowance. Increases in the valuation allowance result in additional expense to be reflected within the tax provision in the Consolidated Statements of Income. The valuation allowance to reduce deferred tax assets totaled \$11.7A million as of November 30, 2024, andA \$15.6A million as of December 2, 2023. A We recognize tax benefits for tax positions for which it is more-likely-than-not that the tax position will be sustained by the applicable tax authority at the largest amount of tax benefit that is greater than fifty percent likely of being realized upon ultimate settlement. We do not recognize a financial statement benefit for a tax position that does not meet the more-likely-than-not threshold. We believe that our liabilities for income taxes reflect the most likely outcome. It is difficult to predict the final outcome or the timing of the resolution of any particular tax position. Future changes in judgment related to the resolution of tax positions will impact earnings in the quarter of such change. We adjust our income tax liabilities related to tax positions in light of changing facts and circumstances. Settlement with respect to a tax position would usually require cash. Based upon our analysis of tax positions taken on prior year returns and expected tax positions to be taken for the current year tax returns, we have identified gross uncertain tax positions ofA \$15.6 million as of November 30, 2024A andA \$14.3 million as of December 2, 2023. A We have not recorded U.S. deferred income taxes for certain of our non-U.S. subsidiaries' undistributed earnings as such amounts are intended to be indefinitely reinvested outside of the U.S. Should we change our business strategies related to these non-U.S. subsidiaries, additional U.S. tax liabilities could be incurred. It is not practical to estimate the amount of these additional tax liabilities. See Note 11 to the Consolidated Financial Statements for further information on income tax accounting. A 25 Table of Contents

Acquisition Accounting

As we enter into business combinations, we perform acquisition accounting requirements including the following: A A— Identifying the acquirer, A A— Determining the acquisition date, A A— Recognizing and measuring the identifiable assets acquired and the liabilities assumed, and A A— Recognizing and measuring goodwill or a gain from a bargain purchase. A We complete valuation procedures and record the resulting fair value of the acquired assets and assumed liabilities based upon the valuation of the business enterprise and the tangible and intangible assets acquired. Enterprise value allocation methodology requires management to make assumptions and apply judgment to estimate the fair value of assets acquired and liabilities assumed. If estimates or assumptions used to complete the enterprise valuation and estimates of the fair value of the acquired assets and assumed liabilities significantly differed from assumptions made, the resulting difference could materially affect the fair value of net assets. A The calculation of the fair value of the tangible assets, including property, plant and equipment, utilizes the cost approach, which computes the cost to replace the asset, less accrued depreciation resulting from physical deterioration, functional obsolescence and external obsolescence. The calculation of the fair value of the identified intangible assets are determined using cash flow models following the income approach or a discounted market-based methodology approach. Significant inputs include estimated revenue growth rates, gross margins, operating expenses, and estimated attrition, royalty and discount rates. Goodwill is recorded as the difference in the fair value of the acquired assets and assumed liabilities and the purchase price. A Results of Operations

Net revenue

A (\$ in millions)

A 2024

A 2023

A 2024 vs 2023

Net revenue

A \$ 3,568.7

A A \$ 3,510.9

A A 1.6

%

We review variances in net revenue in terms of changes related to sales volumeA and product pricing (referred to as organic revenue growth), business acquisitions and divestitures (M&A) and changes in foreign currency exchange rates. The following table shows the net revenue variance analysis for fiscal 2024 compared to fiscal 2023. A A 2024 vs 2023

Organic revenue growth

A (1.0

)%

M&A

A 3.6

%

Currency

A (1.0

)%

Net revenue growth

A 1.6

%

Organic revenue inA 2024A compared toA 2023A decreasedA 1.0A percent and consisted of aA 9.5A percent increase in Construction Adhesives, aA 4.0A percent decrease in Hygiene, Health and Consumable Adhesives andA a 1.0A percent decrease in Engineering Adhesives. The decrease was driven by a 2.6 percent decrease in product pricing, partially offset by a 1.6 percent increase in sales volume. The 3.6 percent increase from M&A was due to our acquisitions that occurred during the last year. A The negative 1.0A percent currency impact was primarily driven by a weaker Egyptian pound, Turkish lira, Brazilian real, Chinese renminbi and Chilean pesoA offset by a stronger Euro, British pound sterling and ColombianA peso compared to the U.S. dollar. A Cost of sales

A (\$ in millions)

A 2024

A 2023

A 2024 vs 2023

Cost of sales

A \$ 2,506.9

A A \$ 2,502.0

A A 0.2

%

Percent of net revenue

A A 70.2

%

A A 71.3

%

A A A A Cost of sales inA 2024 compared toA 2023A decreased 110A basis points as a percentage of net revenue. Raw material cost as a percentage of net revenue decreasedA 210 basis points inA 2024 compared toA 2023 dueA to lower raw material costs. Other manufacturing costs as a percentage of net revenue increasedA 100 basis points in 2024A compared toA 2023 primarily due to a decrease in product pricing partially offset by higher sales volume. A 26 Table of Contents

Gross profit

A (\$ in millions)

A 2024

A 2023

A 2024 vs 2023

Gross profit

A \$ 1,061.9

A A \$ 1,008.9

A A 5.3

%

Percent of net revenue

A A 29.8

%

A A A A Gross profit inA 2024A increased 5.3A percent and gross profit margin increased 110A basis points compared to 2023.A The increase in gross profit margin was primarily due to aA 210 basis points decrease in raw materials offset by aA 100 basis point increase in other manufacturing costs. A Selling, general and administrative (SG&A) expenses

A (\$ in millions)

A 2024

A 2023

A 2024 vs 2023

SG&A

A \$ 713.7

A A \$ 653.8

A A 9.2

%

Percent of net revenue

A A 20.0

%

A A 18.6

%

A A A A SG&A expenses forA 2024A compared to 2023A increasedA 140 basis points as a percentage of net revenue. The increase is due to the impact of acquisitions and higher compensation costs, partially offset by a gain on insurance claims. A Other (expense) income, net

A (\$ in millions)

A 2024

A 2023

A Other (expense) income, net

A (\$ 37.1

) A \$ 9.8

A Other (expense) income, net in 2024A included a \$47.3 million loss on the impairment of assets associated with our North American flooring business that is held for sale. A \$2.5 million of currency transaction losses, A \$2.0 million loss on an equity investmentA and \$1.6 millionA of other expense, partially offset byA \$15.9 million of net defined benefit pension benefits and aA \$0.4A million gainA on disposal of assets. A Other (expense) income, net in 2023 included \$20.3A million of net defined benefit pension benefits andA \$1.2A of other income, partially offset by \$11.6A million of currency transaction losses and aA \$0.1A million lossA on disposal of assets. A Interest expense

A (\$ in millions)

A 2024

A 2023

A Interest expense

A \$ 133.1

A A \$ 134.6

A A Interest expense was \$133.1A million andA \$134.6A million inA 2024 and 2023, respectively, and was lowerA primarily due to lower interest rates, partially offset by higherA debt balances. We capitalized \$1.9A million and \$1.8A million of interest expense inA 2024 and 2023, respectively. A Interest income

A (\$ in millions)

A 2024

A 2023

A Interest income

A \$ 4.7

A A \$ 3.9

A A Interest income inA 2024 andA 2023 was \$4.7A million andA \$3.9A million, A respectively, consisting primarily of interest on cross-currency swap activity and other miscellaneous interest income. A 27 Table of Contents

Income tax expense

A (\$ in millions)

A 2024

A 2023

A Income tax expense

A \$ 56.4

A A \$ 93.5

A Effective tax rate

A A 30.9

%

A A 39.9

%

Income tax expense of \$56.4A million inA 2024 includesA \$5.5A million of discrete tax benefit, primarily related to various foreign tax matters as well as an excess tax benefit related to U.S. stock compensation. A Excluding the discrete tax benefitA ofA \$5.5A million, the overall effective tax rate wasA 33.9A percent. A Income tax expense of \$93.5A million inA 2023A includes \$26.1A million of discrete tax expense, primarily related to the impact of withholding tax recorded on earnings that are no longerA permanently reinvested, as well as other various U.S. and foreign tax matters. Excluding the discrete tax expense of \$26.1A million, the overall effective tax rate was 28.8A percent. A The increase in the overall effective tax rate forA 2024 compared to 2023, excluding the impact of discrete items, is primarily due to the change in the mix of earnings across jurisdictions. A Income from equity method investments

A (\$ in millions)

A 2024

A 2023

A Income from equity method investments

A \$ 4.1

A A \$ 4.4

A A The income from equity method investments relates to our 50 percent ownership of the Sekisui-Fuller joint venture in Japan. The lowerA income forA 2024A compared toA 2023A is due to the lowerA net income in our joint venture for the year. A Net income attributable to H.B. Fuller

A (\$ in millions)

A 2024

A 2023

A 2024 vs 2023

Net income attributable to H.B. Fuller

A \$ 130.3

A A \$ 144.9

A A (10.1

)%

Percent of net revenue

A A 3.6

%

A A 4.1

%

A A A A Net income attributable to H.B. Fuller was \$130.3A million inA 2024 compared to \$144.9A million inA 2023. A Diluted earnings per share were 2.30A per share in 2024A andA \$2.59A per share in 2023. A Operating Segment Results

A We are required to report segment information in the same way that we internally organize our business for assessing performance and making decisions regarding allocation of resources. For segment evaluation by the chief operating decision maker, segment operating income is defined as gross profit less SG&A expenses. Inter-segment revenues are recorded at cost plus a markup for administrative costs. Corporate expenses, other than those included in Corporate Unallocated, are allocated to each operating segment. A We have three reportable segments: A Hygiene, Health and Consumable Adhesives, Engineering Adhesives and Construction Adhesives. A The tables below provide certain information regarding the net revenue and operating income of each of our operating segments. A Corporate Unallocated includes business acquisition and integration costs, organizational restructuringA chargesA and project costs related to the implementation of Project ONE. A Net Revenue by Segment

A 2024

A 2023

A A Net

A %

A A A A Net

A %

A A A A (\$ in millions)

A Revenue

A A Total

A A Revenue

A A Total

A Hygiene, Health and Consumable Adhesives

A \$ 1,546.4

A A 43

%

A A \$ 1,601.5

A A 46

%

Engineering Adhesives

A \$ 1,459.1

A A 41

%

A A \$ 1,428.7

A A 41

%

Construction Adhesives

A \$ 563.2

A A 16

%

A A \$ 480.7

A A 13

%

Total

A \$ 3,568.7

A A 100

%

A A \$ 3,510.9

A A 100

%

A 28 Table of Contents

Segment Operating Income (Loss)

A A 2024

A 2023

A A Operating

A %

A A A Operating

A %

A A (\$ in millions)

A Income (Loss)

A A Total

A A Income (Loss)

A A Total

A Hygiene, Health and Consumable Adhesives

A \$ 187.4

A A 54

%

A A \$ 215.1

A A 61

%

Engineering Adhesives

A \$ 193.0

A A 55

%

A A \$ 187.3

A A 53

%

Construction Adhesives

A \$ 25.3

A A 8

%

A A \$ 6.0

A A 1

%

Segment total

A \$ 405.7

A A 117

%

A A \$ 408.4

A A 115

%

Corporate Unallocated

A \$ (57.5)

A A (17.9

)%

A A (53.3

)%

A A (15

)%

Total

A \$ 348.2

A A 100

%

A A \$ 355.1

A A 100

%

A The following table provides a reconciliation of segment operating income to income before income taxes and income from equity method investments, as reported in the Consolidated Statements of Income. A (\$ in millions)

A 2024

A 2023

A Segment operating income

A \$ 348.2

A A \$ 355.1

A Other (expense) income, net

A \$ (37.1

) A \$ 9.8

A Interest expense

A A (133.1

) A A (134.6

)

Interest income

A \$ 4.7

A A \$ 3.9

A Income before income taxes and income from equity method investments

A \$ 182.7

A A \$ 234.2

A A Hygiene, Health and Consumable Adhesives

A (\$ in millions)

A 2024

A 2023

A A 2024 vs 2023

Net revenue

A \$ 1,546.4

A A \$ 1,601.5

A A (3.4

)%

Segment operating income

A \$ 187.4

A A \$ 215.1

A A (12.9

)%

Segment profit margin

% A 12.1

% A 13.4

%

A A A The following tables provide details of Hygiene, Health and Consumable Adhesives net revenue variances: A A 2024 vs 2023

Organic revenue growth

A (4.0

)%

M&A

A 2.3

%

Currency

A (1.7

)%

Net revenue growth

A (3.4

)%

A Net revenue decreased 3.4A percent inA 2024 compared to 2023. The 4.0A decrease in organic revenue growth was attributable to a decrease inA product pricing and sales volume. TheA 2.3 percent increase in net revenue from M&A was due to acquisitions of Beardow Adams in the second quarter of 2023 and Adhezion in the third quarter of 2023. TheA 1.7A percent negativeA currency effect was due to aA weaker Egyptian pound, Turkish lira, Brazilian real and Chilean peso offset by a stronger Euro, Colombian peso and British pound sterlingA compared to the U.S. dollar. As a percentage of net revenue, raw material costs decreasedA 120 basis points due to lower raw material costs. Other manufacturing costs as a percentage of net revenue increasedA 100 basis points due to lower product pricing and the impact of acquisitions. A SG&A expenses as a percentage of net revenue increasedA 150 basis points dueA to the impact of acquisitions, lower net revenue and higher compensation costs. Segment operating income decreased 12.9A percent and segment operating margin as a percentage of net revenue decreased 130A basis points inA 2024 as compared to 2023. A 29 Table of Contents

Engineering Adhesives

A (\$ in millions)

A 2024

A 2023

A A 2024 vs 2023

Net revenue

A \$ 1,459.1

A A \$ 1,428.7

A A 2.1

%

Segment operating income

A \$ 193.0

A A \$ 187.3

A A 3.0

%

Segment profit margin

% A 13.2

% A 13.1

%

A A A A The following tables provide details of Engineering Adhesives net revenue variances: A A 2024 vs 2023

Organic revenue growth

A (1.0

)%

M&A

A 3.7

%

Currency

A (0.6

)%

Net revenue growth

A 2.1

%

A Net revenue increased 2.1A percent inA 2024 compared to 2023. TheA 1.0 percent decrease in organic revenue growth was attributable to a decrease in product pricing, partially offset by an increase inA sales volume. TheA 3.7 percent increase in net revenue from M&A was due to the acquisitionA of ND Industries in the secondA quarter of 2024. The 0.6A percent negativeA currency effect was due to aA weaker Turkish lira, Chinese renminbi and Brazilian real offset by a stronger Euro and British pound sterlingA compared to the U.S. dollar. A As a percentage of net revenue, raw material costs decreasedA 310 basis points due to lower raw material costs. Other manufacturing costs as a percentage of net revenue increasedA 140 basis points due to the impact of lower product pricing and the impact of acquisitions, partially offset by increased sales volume. SG&A expenses as a percentage of net revenue increasedA 160 basis points primarily dueA to the acquisition of ND IndustriesA and higher compensation costs. Segment operating income increased 3.0A percent and segment operating marginA increasedA 10A basis points inA 2024 as compared to 2023. A Construction Adhesives

A (\$ in millions)

A 2024

A 2023

A A 2024 vs 2023

Net revenue

A \$ 563.2

A A \$ 480.7

A A 17.2

%

Segment operating income (loss)

A \$ 25.3

A A \$ 6.0

A A 321.7

%

Segment profit margin

% A 4.5

% A 1.2

%

A A A A The following tables provide details of Construction Adhesives net revenue variances: A A 2024 vs 2023

Organic revenue growth

A 9.5

%

M&A

A 7.5

%

Currency

A 0.2

%

A Net revenue growth

A 17.2

%

A Net revenue increased 17.2A percent inA 2024 compared to 2023. TheA 9.5A percent increase in organic revenue growth was attributable to anA increase inA sales volume, partially offset by aA decrease in product pricing. TheA 7.5 percent increase in net revenue from M&A was due to theA acquisitions ofA XChemA in the third quarter of 2023. A Sanglier in the fourth quarter of 2023 and HS Butyl in the third quarter of 2024. The 0.2A percent positiveA currency effect was due to a stronger British pound sterlingA compared to the U.S. dollar. A As a percentage of net revenue, raw material costs decreasedA 80 basis points due to lower raw material costs. Other manufacturing costs as a percentage of net revenue decreased 60A basis points due to higher sales volume, partially offset byA lower product pricing. SG&A expenses as a percentage of net revenue decreased 190A basis points dueA to increased net revenue, partially offset byA the impact of acquisitions and higher compensation costs. Segment operating income increased 321.7A percent and segment operating margin as a percentage of net revenue increased 330A basis points inA 2024 as compared to 2023. A 30 Table of Contents

Corporate Unallocated

A (\$ in millions)

A 2024

A 2023

A A 2024 vs 2023

Segment operating loss

A \$ (57.5

) A \$ (53.3

)

A 7.9

%

Segment profit margin

% A NMP

A A NMP

A A A A NMP = Non-meaningful percentage

A Corporate Unallocated includes

acquisition and integration-related charges, restructuring-related charges and costs related to the implementation of Project ONE. A Segment operating loss increased 7.9% percent in 2024 compared to 2023 due to higher restructuring costs, partially offset by lower acquisition project costs and gain on insurance claims. A Financial Condition, Liquidity and Capital Resources A Total cash and cash equivalents as of November 30, 2024 were \$169.4 million compared to \$179.5 million as of December 2, 2023. Total long and short-term debt was \$2,010.6 million as of November 30, 2024 and \$1,838.4 million as of December 2, 2023. A We believe that cash flows from operating activities will be adequate to meet our short-term and long-term liquidity and capital expenditure needs. In addition, we believe we have the ability to obtain both short-term and long-term debt to meet our financing needs for the foreseeable future. Cash available in the United States has historically been sufficient and we expect it will continue to be sufficient to fund U.S. operations, U.S. capital spending and U.S. pension and other postretirement benefit contributions in addition to funding U.S. acquisitions, dividend payments, debt service and share repurchases as needed. For those international earnings considered to be reinvested indefinitely, we currently have no intention to, and plans do not indicate a need to, repatriate these funds for U.S. operations. A Our credit agreements include restrictive covenants that, if not met, could lead to a renegotiation of our credit lines and a significant increase in our cost of financing. At November 30, 2024, we were in compliance with all covenants of our contractual obligations for outstanding indebtedness as shown in the following table: A Covenant Debt Instrument Measurement Result as of November 30, 2024 Secured Total Indebtedness / TTM EBITDA Revolving Facility and Term Loan A Facility Not less than 2.0 4.9 1 TTM = trailing 12 months 2 The Maximum Secured Leverage Ratio prior to June 1, 2024, shall be 4.75 to 1.00 and will step down to 4.50 to 1.00 with respect to quarters ending after June 1, 2024 A EBITDA for covenant purposes is defined as consolidated net income, plus (i) interest expense, (ii) expense for taxes paid or accrued, (iii) depreciation and amortization, (iv) certain non-cash impairment losses, (v) extraordinary non-cash losses incurred other than in the ordinary course of business, (vi) nonrecurring extraordinary non-cash restructuring charges and the non-cash impact of purchase accounting, (vii) any non-cash charge for the excess of rent expense over actual cash rent paid due to the use of straight-line rent, non-cash charge pursuant to any management equity plan, stock option plan or any other management or employee benefit, (viii) any non-cash finance charges in respect of any pension liabilities or other provisions and income (loss) attributable to deferred compensation plans, (ix) any non-recurring or unusual cash restructuring charges and operating improvements, (x) cost savings initiative and cost synergies related to acquisitions within 12 months, (xi) non-capitalized charges relating to the Company's SAP implementation, (xii) fees, costs, expenses and charges incurred in connection with the financing, (xiii) fees, costs, expenses, make-whole or penalty payments and other similar items arising out of acquisitions, investments and dispositions, the incurrence, issuance, repayment or refinancing of indebtedness and any issuance of equity interests; minus, non-recurring or unusual non-cash gains incurred not in the ordinary course of business. Provided that the aggregate amounts that may be added back for any period pursuant to clauses (ix), (x) and (xi) shall not exceed 15% of EBITDA for such period (calculated prior to giving effect to all addbacks and adjustments). For Secured Total Indebtedness / TTM EBITDA ratio, TTM EBITDA is adjusted for the pro forma results from Material Acquisitions and Material Divestitures, both as defined in the Second Amended and Restated Credit Agreement, as if the acquisition or divestiture occurred at the beginning of the calculation period. The full definition is set forth in the Second Amended and Restated Credit Agreement the Company filed as an exhibit to its 8-K filing dated February 21, 2023. A 31 Table of Contents Consolidated Interest Expense for covenant purposes is defined as the interest expense (including without limitation to the portion of capital lease obligations that constitutes imputed interest in accordance with GAAP) of the Company and its subsidiaries calculated on a consolidated basis for such period with respect to all outstanding indebtedness allocable to such period in accordance with GAAP, including net costs (or benefits) under Interest Rate Swap Agreements and commissions, discounts and other fees and charges with respect to letters of credit and the interest component of all Attributable Receivables Indebtedness. A A We believe we have the ability to meet all of our contractual obligations and commitments in fiscal 2025. A Net Financial Assets (Liabilities) A (\$ in millions) A 2024 A 2023 A Financial assets: A A A A A A A A Cash and cash equivalents A \$ 169.4 A A \$ 179.5 A Foreign exchange contracts A 2.1 A A 13.5 A Interest rate swaps A 1.8 A A 3.6 A Financial liabilities: A A A A A A A A Notes payable A (0.6) A A (1.8) Long-term debt A (2,010.1) A A (1,836.6) Foreign exchange contracts A (7.1) A A (5.0) Interest rate swaps A (33.0) A A (41.6) Net investment hedges A 51.9 A A (72.6) Net financial liabilities A \$(1,825.6) A A \$(1,761.1) A Of the \$169.4 million in cash and cash equivalents as of November 30, 2024, \$166.4 million was held outside the U.S. Of the \$166.4 million of cash held outside the U.S., earnings of \$152.5 million are indefinitely reinvested outside of the U.S. It is not practical for us to determine the U.S. tax implications of the repatriation of these funds. A There are no contractual or regulatory restrictions on the ability of consolidated and unconsolidated subsidiaries to transfer funds in the form of cash dividends, loans or advances to us. A Our credit facilities have the following restrictions related to investments and general limitations: 1) a credit facility limitation restricting investments, loans, advances or capital contributions from Loan Parties to non-Loan Parties in excess of \$150.0 million, 2) a credit facility limitation that provides total investments, loans, advances or guarantees not otherwise permitted in the credit agreement for all subsidiaries shall not exceed \$150.0 million in the aggregate, 3) a credit facility limitation that provides total investments, dividends, and distributions shall not exceed the Available Amount defined in these agreements, all three of which do not apply when our secured leverage ratio is below 4.0x, and 4) typical statutory restrictions, which prohibit distributions in excess of net capital or similar tests. A Additionally, we have taken the income tax position that the majority of our cash in non-U.S. locations is indefinitely reinvested. A Debt Outstanding and Debt Capacity A Notes Payable A Notes payable were \$0.6 million at November 30, 2024 and \$1.8 million at December 2, 2023. These amounts primarily represented various foreign subsidiaries' short-term borrowings that were not part of committed lines. The current weighted-average interest rates on these short-term borrowings were approximately 6.17 percent in 2024 and 10.75 percent in 2023. A 32 Table of Contents A Long-Term Debt A Long-term debt consists of a senior secured term loan (the "Term Loan") with an aggregate principal amount of \$500.0 million and a senior secured term loan (the "Term Loan B") with an aggregate principal amount of \$994.0 million, issued pursuant to a Second Amended and Restated Credit Agreement, dated as of February 15, 2023, as amended. Interest on Term Loan A is payable at the Secured Overnight Financing Rate ("SOFR") plus an adjustment of 0.10 percent and an interest rate spread of 1.50 percent (6.17 percent at November 30, 2024). A The interest rate spread is based on a secured leverage grid. Term Loan A matures on February 15, 2028. At November 30, 2024, a balance of \$462.5 million was outstanding on Term Loan A. Interest on Term Loan B is payable at SOFR plus an interest rate spread of 2.00 percent with a SOFR floor of 0.50A percent (6.57 percent at November 30, 2024). Term Loan B matures on February 15, 2030. A At November 30, 2024, a balance of \$989.0 million was outstanding on Term Loan B. On January 12, 2023, we entered into an interest rate swap agreement (amended on February 28, 2023) to convert a \$400.0 million of our variable rate 1-month SOFR to a fixed rate of 3.7260A. On March 16, 2023, we entered into interest rate swap agreements to convert \$300.0 million of our 1-month SOFR rate debt to a fixed rate of 3.7210 percent and to convert \$100.0 million of our 1-month SOFR rate debt to a fixed rate of 3.8990 percent. A A Long-term debt also consists of 10-year unsecured public notes (the "10-year Public Notes") with an aggregate principal amount of \$300.0 million due February 15, 2027 with a fixed coupon of 4.00 percent and 8-year unsecured public notes (the "8-year Public Notes") with an aggregate principal amount of \$300.0 million due October 15, 2028 with a fixed coupon of 4.25 percent. A We currently have no intention to prepay the Public Notes. On February 12, 2021, we entered into an interest rate swap agreement to convert our 8-year Public Notes to a variable interest rate of 1-month LIBOR plus 3.28 percent. See Note 12 to the Consolidated Financial Statements for further discussion of this interest rate swap. A Interest payable on our long-term debt totaled \$1.7 million as of November 30, 2024. A Revolving Credit Facility A We have a revolving credit agreement with a consortium of financial institutions at November 30, 2024. A This revolving credit agreement creates a secured multi-currency revolving credit facility that we can draw upon to repay existing indebtedness, finance working capital needs, finance acquisitions and for general corporate purposes up to a maximum of \$700.0 million. Interest on the revolving credit facility is payable at SOFR plus an adjustment of 0.10 percent and an interest rate spread of 1.50 percent (6.17 percent at November 30, 2024). A facility fee of 20 basis points of the unused commitment under the revolving credit facility is payable quarterly. The interest rate spread and the facility fee are based on a secured leverage grid. At November 30, 2024, there was no balance outstanding on the Revolving Credit Facility. The Revolving Credit Facility matures on February 15, 2028. A We are subject to mandatory prepayments in the first quarter of each fiscal year equal to 50 percent of Excess Cash Flow, as defined in our debt agreement, of the prior fiscal year less any voluntary prepayments made during that fiscal year. The Excess Cash Flow Percentage shall be reduced to 25 percent when our Secured Leverage Ratio is below 4.25:1.00 and to 0 percent when our Secured Leverage Ratio is below 3.75:1.00. A For further information related to debt outstanding and debt capacity, see Note 7 to the Consolidated Financial Statements. A Goodwill and Other Intangible Assets A As of November 30, 2024, goodwill totaled \$1,532.2 million (31.1 percent of total assets) and other intangible assets, net of accumulated amortization, totaled \$770.2 million (15.6 percent of total assets). A 33 Table of Contents A The components of goodwill and other identifiable intangible assets, net of amortization, by segment are as follows: A A A A 2024 A A A A A A A A A A A A Hygiene, Health A A A A A A A A A A A A A A Consumable A A Engineering A A Construction A A A A (\$ in millions) A Adhesives A A Adhesives A A Adhesives A A Total A Goodwill A \$ 399.5 A A \$ 726.7 A A \$ 406.0 A A \$ 1,532.2 A Purchased technology and patents A A 37.5 A A 38.1 A A 14.0 A A 89.6 A Customer relationships A A 111.2 A A 309.8 A A 217.8 A A 638.8 A Tradenames A A 9.2 A A 19.7 A A 9.5 A A 38.4 A Other finite-lived intangible assets A A 1.0 A A - A A 2.0 A A 3.0 A Indefinite-lived intangible assets A A - A A 0.5 A A - A A 0.5 A A A 2023 A A A A A A A A A A Hygiene, Health A A A A A A A A A A A A A A and Consumable A A Engineering A A Construction A A A A (\$ in millions) A Adhesives A A Adhesives A A Adhesives A A Total A Goodwill A \$ 402.6 A A \$ 651.1 A A \$ 432.8 A A \$ 1,486.5 A Purchased technology and patents A A 41.7 A A 28.9 A A 14.5 A A 85.1 A Customer relationships A A 126.8 A A 226.9 A A 250.6 A A 604.3 A Tradenames A A 11.6 A A 13.6 A A 10.2 A A 35.4 A Other finite-lived intangible assets A A 1.5 A A - A A 2.4 A A 3.9 A Indefinite-lived intangible assets A A - A A 0.5 A A - A A 0.5 A A 34 Table of Contents A Selected Metrics of Liquidity and Capital Resources A Key metrics we monitor are net working capital as a percentage of annualized net revenue, trade receivables days sales outstanding (DSO), inventory days on hand, free cash flow and debt capitalization ratio. A A November 30, A December 2, A A 2024 A A 2023 A Net working capital as a percentage of annualized net revenue A A 14.5 % A 16.1 % Trade receivables DSO (in days) A 55 A A 58 A Inventory days on hand (in days) A 67 A A 67 A Trade accounts payable DPO (in days) A 68 A A 64 A Free cash flow A A \$ 163.2 A A \$ 259.3 A Debt capitalization ratio A A 50.8 % A A 51.1 % A 1 Net working capital (trade receivables, net of allowance for doubtful accounts plus inventory minus trade payables) divided by annualized net revenue (current quarter, multiplied by 4). A 2 Trade receivables net of allowance for doubtful accounts multiplied by 91A (13A weeks) and divided by the net revenue for the quarter. A 3 Total inventory multiplied by 91 (13 weeks) and divided by cost of sales (excluding delivery costs) for the quarter. A 4 Trade accounts payable multiplied by 91A (13A weeks) and divided by the net revenue for the quarter. A 5 Net cash provided by operating activities less purchased property, plant and equipment. See reconciliation to net cash provided by operating activities to free cash flow. A 6 Total debt divided by total debt plus total stockholders' equity. A Free cash flow, a non-GAAP financial measure, is defined as net cash provided by operating activities less purchased property, plant and equipment. Free cash flow is an integral financial measure used by the Company to assess its ability to generate cash in excess of its operating needs, therefore, the Company believes this financial measure provides useful information to investors. The following table reflects the manner in which free cash flow is determined and provides a reconciliation of free cash flow to net cash provided by operating activities, the most directly comparable financial measure calculated and reported in accordance with U.S. GAAP. A 35 Table of Contents A Reconciliation of Net cash provided by operating activities to "Free cash flow" A (\$ in millions) A 2024 A A 2023 A Net cash provided by operating activities A \$ 302.4 A A \$ 378.4 A Less: Purchased property, plant and equipment A A 139.2 A A 119.1 A Free cash flow A A \$ 163.2 A A \$ 259.3 A Summary of Cash Flows A Cash Flows from Operating Activities A (\$ in millions) A 2024 A A 2023 A Net

of the Private Securities Litigation Reform Act of 1995. These statements may be identified by the use of words like "plan," "expect," "aim," "believe," "project," "anticipate," "intend," "estimate," "will," "should," "could" (including the negative or variations thereof) and other expressions that indicate future events and trends. These plans and expectations are based upon certain underlying assumptions, including those mentioned with the specific statements. Such assumptions are in turn based upon internal estimates and analyses of current market conditions and trends, our plans and strategies, economic conditions and other factors. These plans and expectations and the assumptions underlying them are necessarily subject to risks and uncertainties inherent in projecting future conditions and results. Actual results could differ materially from expectations expressed in the forward-looking statements if one or more of the underlying assumptions and expectations proves to be inaccurate or is unrealized. In addition to the factors described in this report, Item 1A. Risk Factors identifies some of the important factors that could cause our actual results to differ materially from those in any such forward-looking statements. In order to comply with the terms of the safe harbor, we have identified these important factors which could affect our financial performance and could cause our actual results for future periods to differ materially from the anticipated results or other expectations expressed in the forward-looking statements. These factors should be considered, together with any similar risk factors or other cautionary language that may be made elsewhere in this Annual Report on Form 10-K.

Â The list of important factors in Item 1A. Risk Factors does not necessarily present the risk factors in order of importance. This disclosure, including that under Forward-Looking Statements and Risk Factors, and other forward-looking statements and related disclosures made by us in this report and elsewhere from time to time, represents our best judgment as of the date the information is given. We do not undertake responsibility for updating any of such information, whether as a result of new information, future events, or otherwise, except as required by law. Investors are advised, however, to consult any further public company disclosures (such as in filings with the SEC or in our press releases) on related subjects.

Â Item 7A. Quantitative and Qualitative Disclosures about Market Risk

Â Market Risk

Â We are exposed to various market risks, including changes in interest rates, foreign currency rates and prices of raw materials. Market risk is the potential loss arising from adverse changes in market rates and prices, such as interest rates and foreign currency exchange rates.

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Â Our financial performance may be negatively affected by unfavorable economic conditions. Recessionary economic conditions may have an adverse impact on our sales volumes, pricing levels and profitability. As domestic and international economic conditions change, trends in discretionary consumer spending also become unpredictable and subject to reductions due to uncertainties about the future. A general reduction in consumer discretionary spending due to a recession in the domestic and international economies, or uncertainties regarding future economic prospects, could have a material adverse effect on our results of operations.

Â Interest Rate Risk

Â Exposure to changes in interest rates results primarily from borrowing activities used to fund operations. Committed floating rate credit facilities are used to fund a portion of operations. We believe that probable near-term changes in interest rates would not materially affect our financial condition, results of operations or cash flows. The annual impact on interest expense of a one-percentage point interest rate change on the outstanding balance of our variable rate debt, net of interest rate swap derivatives as of November 30, 2024, would have resulted in a change in net income of approximately \$6.0 million or \$0.11 per diluted share.

Â Foreign Exchange Risk

Â As a result of being a global enterprise, there is exposure to market risks from changes in foreign currency exchange rates.

Â Our operating results,

Â financial condition and net investment in foreign subsidiaries are subject to both currency translation and currency transaction risk. Approximately 55Â percent of net revenue was generated outside of the United States in 2024. Principal foreign currency exposures relate to the Euro,

Â Chinese renminbi, British pound sterling, Egyptian pound,

Â Turkish lira, Brazilian real, Canadian dollar, Australian dollar and Mexican peso.

Â We enter into cross border transactions through importing and exporting goods to and from different countries and locations. These transactions generate foreign exchange risk as they create assets, liabilities and cash flows in currencies other than their functional currency. This also applies to services provided and other cross border agreements among subsidiaries. Our objective is to balance, where possible, non-functional currency denominated assets to non-functional currency denominated liabilities to have a natural hedge and minimize foreign exchange impacts.

Â In the event a natural hedge is not available, we take steps to minimize risks from foreign currency exchange rate fluctuations through normal operating and financing activities and, when deemed appropriate, through the use of derivative instruments. We do not enter into any speculative positions with regard to derivative instruments.

Â Based on

Â 2024 financial results, a hypothetical one percent change in our cost of sales due to foreign currency rate changes would have resulted in a change in net income attributable to H.B. Fuller of approximately \$8.4Â million or \$0.15Â per diluted share. Based on

Â 2024 financial results and foreign currency balance sheet positions as of November 30, 2024, a hypothetical overall 10 percent change in the U.S. dollar would have resulted in a change in net income of approximately \$15.7Â million or \$0.28Â per diluted share.

Â Raw Materials

Â The principal raw materials used to manufacture products include resins, polymers, synthetic rubbers, vinyl acetate monomer and plasticizers. We generally avoid sole source supplier arrangements for raw materials. While alternate supplies of most key raw materials are available, unplanned supplier production outages may lead to strained supply-demand situations for several key raw materials such as ethylene and propylene, several polymers and other petroleum derivatives such as waxes.

Â The purchase of raw materials is our largest expenditure. Our objective is to purchase raw materials that meet both our quality standards and production needs at the lowest total cost. Most raw materials are purchased on the open market or under contracts that limit the frequency but not the magnitude of price increases. In some cases, however, the risk of raw material price changes is managed by strategic sourcing agreements which limit price increases to increases in supplier feedstock costs, while requiring decreases as feedstock costs decline. The leverage of having substitute raw materials approved for use wherever possible is used to minimize the impact of possible price increases. Based on

Â 2024 financial results, a hypothetical one percent change in our raw material costs would have resulted in a change in net income of approximately \$12.0Â million or \$0.21Â per diluted share.

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Â Recently Issued Accounting Pronouncements

Â See Note 1 to the Consolidated Financial Statements for information concerning new accounting standards and the impact of the implementation of these standards on our financial statements.

Â Item 8. Financial Statements and Supplementary Data

Â Report of Independent Registered Public Accounting Firm

Â To the Stockholders and the Board of Directors of H.B. Fuller Company

Â

Â Opinion on the Financial Statements

Â We have audited the accompanying consolidated balance sheets of H.B. Fuller Company and subsidiaries (the Company) as of November 30, 2024 and December 2, 2023, the related consolidated statements of income, comprehensive income (loss), total equity and cash flows for each of the three years in the period ended November 30, 2024, and the related notes (collectively referred to as the "consolidated financial statements"). In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Company at November 30, 2024 and December 2, 2023, and the results of its operations and its cash flows for each of the three years in the period ended November 30, 2024, in conformity with U.S. generally accepted accounting principles.

Â We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the Company's internal control over financial reporting as of November 30, 2024, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework), and our report dated January 23, 2025, expressed an unqualified opinion thereon.

Â Basis for Opinion

Â These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on the Company's financial statements based on our audits. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

Â We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. Our audits included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide a reasonable basis for our opinion.

Â Critical Audit Matter

Â The critical audit matter communicated below is a matter arising from the current period audit of the financial statements that was communicated or required to be communicated to the audit committee and that: (1) relates to accounts or disclosures that are material to the financial statements and (2) involved our especially challenging, subjective or complex judgments. The communication of the critical audit matter does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the account or disclosure to which it relates.

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Â Valuation of Goodwill for the Construction Adhesives reporting unit

Â Description of the Matter

Â At November 30, 2024, the Company had goodwill of approximately \$406 million related to the Construction Adhesive reporting unit. As discussed in the notes to the consolidated financial statements, the Company performs goodwill impairment testing on an annual basis as of the beginning of the fourth quarter, and between annual tests if an event occurs or circumstances change that would more likely than not reduce the fair value of a reporting unit below its carrying amount.

Â Auditing management's goodwill impairment test for the Construction Adhesives reporting unit was complex and judgmental due to the significant estimation required in determining the fair value of the reporting unit. In particular, the Company estimates fair value using the income approach which is sensitive to certain assumptions, such as forecasted revenue and related revenue growth rate, the earnings before interest, taxes, depreciation and amortization (EBITDA) margins rate, and the weighted average cost of capital which are affected by management's business plans and expectations about future market or economic conditions.

Â How We Addressed the Matter in Our Audit

Â We obtained an understanding, evaluated the design, and tested the operating effectiveness of controls over the Company's goodwill impairment review process, including controls over management's review of the significant assumptions described above.

Â To test the estimated fair value of the Construction Adhesive reporting unit, we performed audit procedures that included, among others, assessing the valuation methodology used by management and testing the significant assumptions discussed above, as well as the underlying data used by the Company in its analysis. For example, we compared the significant assumptions used by management in the prospective financial information to current industry trends as well as other relevant factors. We assessed the reasonableness of the forecasted future revenue growth rate and EBITDA margins rates by comparing the forecasts to historical results and previous assumptions. We involved our valuation specialists to assist in our evaluation of the valuation models, methodologies and significant assumptions used by the Company, specifically the weighted average cost of capital.

Â /s/ Ernst & Young LLP

Â We have served as the Company's auditor since 2019.

Â Minneapolis, Minnesota

Â January 23, 2025

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Â Report of Independent Registered Public Accounting Firm

Â To the Stockholders and the Board of Directors of H.B. Fuller Company

Â Opinion on Internal Control Over Financial Reporting

Â We have audited H.B. Fuller Company and subsidiaries' internal control over financial reporting as of November 30, 2024, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) (the COSO criteria). In our opinion, H.B. Fuller Company and subsidiaries (the Company) maintained, in all material respects, effective internal control over financial reporting as of November 30, 2024, based on the COSO criteria.

Â We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the consolidated balance sheets of the Company as of November 30, 2024 and December 2, 2023, the related consolidated statements of income, comprehensive income (loss), total equity and cash flows for each of the three years in the period ended November 30, 2024, and the related notes, and our report dated January 23, 2025 expressed an unqualified opinion thereon.

Â Basis for Opinion

Â The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Report on Internal Control over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

Â We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects.

Â Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Â Definition and Limitations of Internal Control Over Financial Reporting

Â A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Â Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Â /s/ Ernst & Young LLP

Â Minneapolis, Minnesota

Â January 23, 2025

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Â CONSOLIDATED STATEMENTS OF INCOME

H.B. Fuller Company and Subsidiaries (In thousands, except per share amounts)

Â Fiscal Years

Â November 30,

Â December 2,

Â December 3,

Â December 4,

Â 2024

Â 2023

Â 2022

Â Net revenue

Â \$ 3,568,736

Â \$ 3,510,934

Â \$ 3,749,183

Â Cost of sales

Â (2,506,859)

Â (2,502,037)

Â (2,785,484)

Â Gross profit

Â 1,061,877

Â 1,008,897

Â 963,699

Â Selling, general and administrative expenses

Â (713,657)

Â (653,760)

Â (640,981)

Â Other (expense) income, net

Â (37,115)

Â 9,682

Â Interest expense

Â (133,124)

Â (134,602)

Â (91,521)

Â Interest income

Â 4,682

Â 3,943

Â 7,779

Â Income before income taxes and income from equity method investments

Â 182,663

Â 234,160

Â 251,928

Â Income tax expense

Â (56,381)

Â (93,529)

Â (77,186)

Â Income from equity method investments

Â 4,113

Â 4,357

Â 5,665

Â Net income including non-controlling interest

Â 130,395

Â 144,988

Â 180,407

Â Net income attributable to non-controlling interest

Â (139)

Â (82)

Â (94)

Â Net income attributable to H.B. Fuller

Â \$ 130,256

Â \$ 144,906

Â \$ 180,313

Â Earnings per share attributable to H.B. Fuller common stockholders:

Â Basic

Â \$ 2.37

Â \$ 2.67

Â \$ 3.37

Â Diluted

Â \$ 2.30

Â \$ 2.59

Â \$ 3.26

Â Weighted-average common shares outstanding:

Â 54,932

Â 54,332

Â 53,580

Â Diluted

Â 56,629

Â 55,958

Â 55,269

Â See accompanying Notes to Consolidated Financial Statements.

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Â CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS)

H.B. Fuller Company and Subsidiaries (In thousands)

Â Fiscal Years

Â November 30,

Â December 2,

Â December 3,

Â December 4,

Â 2024

Â 2023

Â 2022

Â Net income including non-controlling interest

Â \$ 130,395

Â \$ 144,988

Â \$ 180,407

Â Other comprehensive (loss) income

Â Foreign currency translation

Â (74,764)

Â 17,322

Â (131,806)

Â Defined benefit pension plans adjustment, net of tax

Â 38,438

Â 792

Â (15,063)

Â Interest rate swaps, net of tax

Â (11,216)

Â 4,472

Â 9,924

Â Cash-flow hedges, net of tax

Â -

Â -

Â -

Â Net investment hedges, net of tax

Â 17,369

Â (14,107)

Â (40,743)

Â Other comprehensive (loss) income

Â (30,173)

Â 8,479

Â (181,171)

Â Comprehensive income (loss)

Â 100,222

Â 153,467

Â (764)

Â Less: Comprehensive income attributable to non-controlling interest

Â 481

Â 84

Â 33

Â Comprehensive income (loss) attributable to H.B. Fuller

Â \$ 99,741

Â \$ 153,383

Â \$ (797)

Â See accompanying Notes to Consolidated Financial Statements.

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Â CONSOLIDATED BALANCE SHEETS

H.B. Fuller Company and Subsidiaries (In thousands, except

Share and per share amounts) \$ November 30, 2023 December 2, 2023 Assets \$ Current assets: Cash and cash equivalents

\$169,352A \$179,453A Trade receivables, net A \$558,336A A \$77,932A Inventories A \$467,498A A \$442,040A Other current assets A \$104,019A A \$112,678A Total current assets A \$1,299,205A A \$1,312,103A Property, plant and equipment, net A \$881,927A A \$824,655A Goodwill A \$1,532,221A A \$1,486,512A Other intangibles, net A \$770,226A A \$729,140A Other assets A \$449,665A A \$371,165A Total assets A \$4,933,244A A \$4,723,575A Liabilities, non-controlling interest and total equity A \$4,933,244A A \$4,723,575A Notes payable A \$587A A \$1,841A Trade payables A \$491,435A A \$439,700A Accrued compensation A \$106,005A A \$95,680A Income taxes payable A \$24,225A A \$47,688A Other accrued expenses A \$97,038A A \$107,902A Total current liabilities A \$719,290A A \$692,811A Long-term debt, net of current maturities A \$2,010,052A A \$1,836,590A Accrued pension liabilities A \$51,755A A \$50,189A Other liabilities A \$322,299A A \$388,072A Total liabilities A \$3,103,396A A \$2,967,662A Commitments and contingencies (Note 14) A Equity: H.B. Fuller stockholders' equity: Preferred stock (no shares outstanding) Shares authorized A \$10,045,900 A Common stock, par value \$1.00 per share, Shares authorized A \$160,000, Shares outstanding A \$5,657,103 and \$5,092,987 for 2024 and 2023, respectively A \$54,657A A \$54,093A Additional paid-in capital A \$322,636A A \$301,485A Retained earnings A \$1,924,761A A \$1,842,507A Accumulated other comprehensive loss A \$(473,395)A A \$(442,880) Total H.B. Fuller stockholders' equity A \$1,828,659A A \$1,755,205A Non-controlling interest A \$1,189A A \$708A Total equity A \$1,829,848A A \$1,755,913A Total liabilities, non-controlling interest and total equity A \$4,933,244A A \$4,723,575A See accompanying Notes to Consolidated Financial Statements.

Table of Contents CONSOLIDATED STATEMENTS OF TOTAL EQUITY H.B. Fuller Company and Subsidiaries (In thousands)

H.B. Fuller Company Shareholders' Equity:

Other A Non-Common Paid-in Retained Comprehensive Controlling Stock Capital Earnings A Income (Loss) A Interest A Total Balance at November 27, 2021 A \$2,778A A \$213,637A A \$1,600,601A A \$(270,247) A \$591A A \$1,597,360A Comprehensive loss A - A - A - A \$180,313A A \$(181,110) A \$33A A \$(764) Dividends A - A - A \$(39,555) A - A \$(39,555) Stock option exercises A \$658A A \$29,464A A - A - A \$30,122A Share-based compensation plans other, net A \$296A A \$27,284A A - A - A - A \$27,580A Repurchases of common stock A \$(55) A \$(3,894) A - A - A \$(3,949) Balance at December 3, 2022 A \$53,677A A \$266,491A A \$1,741,359A A \$(451,357) A \$624A A \$1,610,794A Comprehensive income A - A - A \$144,906A A \$8,477A A \$84A A \$153,467A Dividends A - A - A \$(43,758) A - A - A \$(43,758) Stock option exercises A \$314A A \$14,304A A - A - A \$14,618A Share-based compensation plans other, net A \$140A A \$23,219A A - A - A - A A \$23,359A Repurchases of common stock A \$(38) A \$(2,529) A - A - A \$(2,567) Balance at December 2, 2023 A \$54,093A A \$301,485A A \$1,842,507A A \$(442,880) A \$708A A \$1,755,913A Comprehensive income A - A - A \$130,256A A \$(30,515) A \$481A A \$100,222A Dividends A - A - A - A - A \$(48,002) A - A - A \$(48,002) Stock option exercises A \$747A A \$35,180A A - A - A \$35,927A Share-based compensation plans other, net A \$325A A \$25,020A A - A - A \$25,345A Repurchases of common stock A \$(508) A \$(39,049) A - A - A - A \$(39,557) Balance at November 30, 2024 A \$54,657A A \$322,636A A \$1,924,761A A \$(473,395) A \$1,189A A \$1,829,848A

Table of Contents CONSOLIDATED STATEMENTS OF CASH FLOWS H.B. Fuller Company and Subsidiaries (In thousands)

Fiscal Years A November 30, A December 2, A December 3, A December 2023 A 2022 A Cash flows from operating activities: Net income including non-controlling interest A \$130,395A A \$144,988A A \$180,407A Adjustments to reconcile net income including non-controlling interest to net cash provided by operating activities: Depreciation A \$91,054A A \$80,327A A \$72,593A Amortization A \$83,656A A \$79,514A A \$74,383A Deferred income taxes A \$(36,186)A A \$(25,114)A A \$(15,230) (Income) loss from equity method investments, net of dividends received A \$(537)A A \$1,259A A \$(9) Foreign currency remeasurement A \$9,724A A \$(28,111)A A \$6,213A Loss on impairment of assets held for sale A \$47,267A A - A - A - A Loss on impairment of equity investment A \$1,966A A - A - A Gain from insurance proceeds A \$(4,871)A A - A - A (Gain) loss on disposal of assets A \$(501)A A \$59A A \$(1,195) Share-based compensation A \$21,914A A \$19,911A A \$24,368A Pension and other postretirement benefit plan contributions A \$(2,909)A A \$(4,346)A A \$(3,009) Pension and other postretirement benefit plan income A \$(14,444)A A \$(18,591)A A \$(24,021) Debt issuance cost write-off A - A - A \$2,689A A - A - A (Gain) loss on fair value adjustment on contingent consideration liabilities A \$(500)A A \$2,893A A - A Change in assets and liabilities, net of effects of acquisitions: A - A - A - A Trade receivables, net A \$10,749A A \$68,721A A \$(24,753) Inventories A \$(30,099)A A \$2,576A A \$(55,772) Other assets A \$(17,465)A A \$(9,727)A A \$46,499A Trade payables A \$47,915A A \$(7,752)A A \$(22,629) Accrued compensation A \$12,653A A \$(13,836)A A \$1,135A Other accrued expenses A \$6,008A A \$3,070A A \$6,303A Income taxes payable A \$(23,090)A A \$41,190A A \$(12,873) Other liabilities A \$(30,262)A A \$22,918A A \$4,104A Net cash provided by operating activities A \$302,437A A \$378,398A A \$256,514A Cash flows from investing activities: Purchased property, plant and equipment A \$(139,238)A A \$(119,137)A A \$(129,964) Purchased businesses, net of cash acquired A \$(273,863)A A \$(205,093)A A \$(250,807) Proceeds from sale of property, plant and equipment A \$1,152A A \$5,029A A \$1,556A Proceeds from insurance recoveries A \$4,871A A - A - A Cash received from government grant A - A - A \$3,928A Net cash used in investing activities A \$(407,078)A A \$(319,201)A A \$(375,287) Cash flows from financing activities: Proceeds from issuance of long-term debt A \$1,932,900A A \$2,233,300A A \$335,000A Repayment of long-term debt A \$(1,764,870)A A \$(2,126,450)A A \$(159,500) Payment of debt issue costs A \$(4,393)A A \$(10,214)A A \$(600) Net (payment on) proceeds from notes payable A \$(1,219)A A \$(28,674)A A \$3,455A Dividends paid A \$(47,598)A A \$(43,395)A A \$(39,207) Contingent consideration payment A - A - A \$(1,477)A A \$(5,000) Proceeds from stock options exercised A \$35,927A A \$14,619A A \$30,122A Repurchases of common stock A \$(39,558)A A \$(2,567)A A \$(3,950) Net cash provided by financing activities A \$112,089A A \$35,142A A \$160,320A Effect of exchange rate changes on cash and cash equivalents A \$(17,549)A A \$5,204A A \$(23,423) Net change in cash and cash equivalents A \$(10,101)A A \$99,543A A \$18,124A Cash and cash equivalents at beginning of year A \$179,453A A \$79,910A A \$61,786A Cash and cash equivalents at end of year A \$169,352A A \$179,453A A \$79,910A Supplemental disclosure of cash flow information: Dividends paid with company stock A \$404A A \$363A A \$348A Cash paid for interest, net of amount capitalized of \$1,859, \$1,769, and \$1,518 for the years ended November 30, 2024, December 2, 2023 and December 3, 2022, respectively A \$134,743A A \$136,959A A \$83,527A Cash paid for income taxes, net of refunds A \$123,091A A \$71,261A A \$73,449A See accompanying Notes to Consolidated Financial Statements.

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H.B. Fuller Company and Subsidiaries (In thousands, except share and per share amounts)

Note 1: Nature of Business and Summary of Significant Accounting Policies

Nature of Business

H.B. Fuller Company and our subsidiaries formulate, manufacture and market specialty adhesives, sealants, coatings, polymers, tapes, encapsulants, additives and other specialty chemical products globally, with sales operations in 35 countries in North America, Europe, Latin America, Asia Pacific, India, the Middle East and Africa. We have three reportable segments: Hygiene, Health and Consumable Adhesives, Engineering Adhesives and Construction Adhesives. In 2024, as a percentage of total net revenue by operating segment, Hygiene, Health and Consumable Adhesives accounted for 43A percent, Engineering Adhesives 41A percent and Construction Adhesives 16A percent. Our Hygiene, Health and Consumable Adhesives operating segment produces and supplies a full range of specialty industrial adhesives such as thermoplastic, thermoset, reactive, water-based and solvent-based products for applications in various markets, including packaging (food and beverage containers, flexible packaging, consumer goods, package integrity and re-enforcement, and non-durable goods), converting (corrugation, folding carton, tape and label, paper converting, envelopes, books, multi-wall bags, sacks, and tissue and towel), nonwoven and hygiene disposable diapers, feminine care and medical garments) and health and beauty. Our Engineering Adhesives operating segment produces and supplies high performance industrial adhesives such as reactive, light cure, two-part liquids, polyurethane, silicone, film and fast cure products to the durable assembly (appliances and filters), performance wood (windows, doors and wood flooring) and textile (footwear and sportswear), transportation, electronics, clean energy, aerospace and defense, appliance, heavy machinery and insulating glass markets. Our Construction Adhesives operating segment includes products used for tile setting (adhesives, grouts, mortars, sealers and levelers), the commercial roofing industry (pressure-sensitive adhesives, tapes and sealants) and heating, ventilation and air conditioning and insulation applications (duct sealants, weather barriers and fungicidal coatings and block fillers). This operating segment also includes caulks and sealants for the consumer market and professional trade, sold through retailers. A primarily in Australia.

Principles of Consolidation

The Consolidated Financial Statements include the accounts of H.B. Fuller Company and its wholly-owned and majority-owned subsidiaries. All significant intercompany transactions and accounts have been eliminated. Investments in affiliated companies in which we exercise significant influence, but which we do not control, are accounted for in the Consolidated Financial Statements under the equity method of accounting. As such, consolidated net income includes our equity portion in current earnings of such companies, after elimination of intercompany profits. Investments in which we do not exercise significant influence (generally less than a 20 percent ownership interest) are accounted for using the measurement alternative. A Our 50 percent ownership in Sekisui-Fuller Company, Ltd., our Japan joint venture, is accounted for under the

The full amount of the receivable will not be collected. Current expectations of future credit losses using market and industry data are considered in the specific customer accounts. See Note 4 for further information. A Inventories A Inventories are recorded at cost as determined by the weighted-average cost method and are valued at the lower of cost or net realizable value. A 49 Table of Contents A Investments A Investments with a value of \$9,814A and \$9,334A represent the cash surrender value of life insurance contracts as of November 30, 2024 and December 2, 2023, respectively. These assets are held to primarily support supplemental pension plans and are recorded in other assets in the Consolidated Balance Sheets. The corresponding gain or loss associated with these contracts is reported in earnings each period as a component of selling, general and administrative expenses. A Equity Investments A Investments in an entity where we own less than 20% of the voting stock of the entity and do not exercise significant influence over operating and financial policies of the entity are accounted for using the measurement alternative at cost less impairment plus or minus observable price changes in orderly transactions. We have a policy in place to review our investments at least annually, to evaluate the accounting method and identify observable price changes that could indicate impairment. If we believe that an impairment exists, it is our policy to calculate the fair value of the investment and recognize as impairment any amount by which the carrying value exceeds the fair value of the investment. We recognized impairment of \$339A and \$303 for the years ended November 30, 2024A and December 3, 2022, respectively, and did not have any impairment of our equity investments for the yearA endedA December 2, 2023.A The book value of the equity investments wasA \$1,023 andA \$1,362A as ofA November 30, 2024A andA December 2, 2023, respectively and are presented in Other assets in theA Consolidated Balance Sheets. A Property, Plant and Equipment A Property, plant and equipment are carried at cost and depreciated over the useful lives of the assets using the straight-line method. Estimated useful lives range from 20 to 40 years for buildings and improvements, 3 to 20 years for machinery and equipment, and the shorter of the lease or expected life for leasehold improvements. Fully depreciated assets are retained in property and accumulated depreciation accounts until removed from service. Upon disposal, assets and related accumulated depreciation are removed. Upon sale of an asset, the difference between the proceeds and remaining net book value is charged or credited to other (expense) income, net on the Consolidated Statements of Income. Expenditures that add value or extend the life of the respective assets are capitalized, while expenditures that are typical recurring repairs and maintenance are expensed as incurred. Interest costs associated with construction and implementation of property, plant and equipment of \$1,859, \$1,769A and \$1,518A were capitalized in 2024, 2023 and 2022, respectively. A Goodwill A We evaluate our goodwill for impairment annually at the beginning of the fourth quarter or earlier upon the occurrence of substantive unfavorable changes in economic conditions, industry trends, costs, cash flows or ongoing declines in market capitalization. The quantitative impairment test requires judgment, including the identification of reporting units, the assignment of assets, liabilities and goodwill to reporting units, and the determination of fair value of each reporting unit. The impairment test requires the comparison of the fair value of each reporting unit with its carrying amount, including goodwill. In performing the impairment test, we determined the fair value of our reporting units through the income approach by using discounted cash flow (A€œDCFÄ“) analyses. Determining fair value requires the Company to make judgments about appropriate discount rates, perpetual growth rates and the amount and timing of expected future cash flows. The cash flows employed in the DCF analysis for each reporting unit are based on the reporting unit's budget, long-term business plan and recent operating performance. Discount rate assumptions are based on an assessment of the risk inherent in the future cash flows of the respective reporting unit and market conditions. If the estimated fair value of a reporting unit exceeds its carrying value, goodwill is considered to not be impaired. If the carrying value exceeds estimated fair value, an impairment charge is recorded for any excess of the carrying value over the estimated fair value. Based on the analysis performed for our fiscalA 2024 annual impairment test, there were no indications of impairment for any of our reporting units. See Note 5 for further information. A Intangible Assets A Intangible assets include patents, customer lists, technology, trademarks and other intangible assets acquired from independent parties and are amortized on a straight-line basis with estimated useful lives ranging from 2 to 20 years. The straight-line method of amortization of these assets reflects an appropriate allocation of the costs of the intangible assets to earnings in proportion to the amount of economic benefits obtained in each reporting period. A 50 Table of Contents A Impairment of Long-Lived Assets A Our long-lived assets are tested for impairment whenever events or circumstances indicate that a carrying amount of an asset (asset group) may not be recoverable. An impairment loss would be measured and recognized when the carrying amount of an asset (asset group) exceeds the estimated undiscounted future cash flows expected to result from the use of the asset (asset group) and its eventual disposition. The impairment loss to be recorded would be the excess of the asset's carrying value over its fair value. Fair value is generally determined using a DCF analysis or other valuation technique. Costs related to internally developed intangible assets are expensed as incurred. A Foreign Currency Translation A Assets and liabilities of non-U.S. functional currency entities are translated to U.S. dollars at period-end exchange rates, and the resulting gains and losses arising from the translation of those net assets are recorded as a cumulative translation adjustment, a component of accumulated other comprehensive income (loss) in stockholders' equity. Revenues and expenses are translated using average exchange rates during the year. Foreign currency transaction gains and losses are included in other (expense) income, net in the Consolidated Statements of Income. A We consider a subsidiaryA€™ sales price drivers, currency denomination of sales transactions and inventory purchases to be the primary indicators in determining a foreign subsidiaryA€™ functional currency. Our subsidiaries in certain European countries have a functional currency different than their local currency. All other foreign subsidiaries, which are located in North America, Latin America, Europe, India, the Middle East and Africa (“EIMEA”) and Asia Pacific, have the same local and functional currency. A Pension and Other Postretirement Benefits A We sponsor defined-benefit pension plans in both the U.S. and non-U.S. entities. Also in the U.S., we sponsor other postretirement plans for health care and life insurance benefits. Expenses and liabilities for the pension plans and other postretirement plans are actuarially calculated. These calculations are based on our assumptions related to the discount rate, expected return on assets, projected salary increases, health care cost trend rates and mortality rates. The discount rate assumption is determined using an actuarial yield curve approach, which results in a discount rate that reflects the characteristics of the plan. The approach identifies a broad population of corporate bonds that meet the quality and size criteria for the particular plan. We use this approach rather than a specific index that has a certain set of bonds that may or may not be representative of the characteristics of our particular plan. Our expected long-term rate of return on U.S. plan assets was based on our target asset allocation assumption of 55 percent equities and 45 percent fixed income. Management, in conjunction with our external financial advisors, determines the expected long-term rate of return on plan assets by considering the expected future returns and volatility levels for each asset class that are based on historical returns and forward-looking observations. The expected long-term rate of return on plan assets assumption used in each non-U.S. plan is determined on a plan-by-plan basis for each local jurisdiction and is based on expected future returns for the investment mix of assets currently in the portfolio for that plan.A Management, in conjunction with our external financial advisors, develops expected rates of return for each plan, considers expected long-term returns for each asset category in the plan, reviews expectations for inflation for each local jurisdiction, and estimates the impact of active management of the planA€™ assets. Note 10 includes disclosure of assumptions employed in these measurements for both the non-U.S. and U.S. plans. A Asset Retirement Obligations A We recognize asset retirement obligations (“ARO”) in the period in which we have an existing legal obligation associated with the retirement of a tangible long-lived asset, and the amount can be reasonably estimated. The ARO is recognized at fair value when the liability is incurred. Upon initial recognition of a liability, that cost is capitalized as part of the related long-lived asset and depreciated on a straight-line basis over the remaining estimated useful life of the related asset. We have recognized a liability related to special handling of asbestos related materials in certain facilities for which we have plans or expectation of plans to undertake a major renovation or demolition project that would require the removal of asbestos or have plans or expectation of plans to exit a facility. In addition, we have determined that we have facilities with some level of asbestos that will require abatement action in the future. Once the probability and timeframe of an action are determined, we apply certain assumptions to determine the related liability and asset. These assumptions include the use of inflation rates, the use of credit adjusted risk-free discount rates and the estimation of costs to handle asbestos related materials. The recorded liability is required to be adjusted for changes resulting from the passage of time and/or revisions to the timing or the amount of the original estimate. The asset retirement obligation liability wasA \$3,321A andA \$3,147A at November 30, 2024 and December 2, 2023, respectively. A 51 Table of Contents A Environmental Costs A Environmental expenditures that relate to current operations are expensed or capitalized as appropriate. Expenditures that relate to an existing condition caused by past operations, and which do not contribute to current or future revenue generation, are expensed. Liabilities are recorded when environmental assessments are made, or remedial efforts are probable, and the costs can be reasonably estimated. The timing of these accruals is generally no later than the completion of feasibility studies. A Contingent Consideration Liability A Concurrent with business acquisitions, we enter into agreements that require us to pay the sellers a certain amount based upon a formula related to the entityA€™ financial results. The change in fair value of the contingent consideration liability is recorded in SG&A expenses in the Consolidated Statements of Income. A Share-based Compensation A We have various share-based compensation programs which provide for equity awards, including non-qualified stock options, incentive stock options, restricted stock units, performance awards and deferred compensation. We use the straight-line attribution method to recognize compensation expense associated with share-based awards based on the fair value on the date of grant, net of the estimated forfeiture rate. Expense is recognized over the requisite service period related to each award, which is the period between the grant date and the earlier of the awardA€™ stated vesting term or the date the employee is eligible for early retirement based on the terms of the plan. The fair value of stock options is estimated using the Black-Scholes option pricing model. All of our stock compensation expense is recorded in SG&A expenses in the Consolidated Statements of Income. See Note 9 for additional information. A Earnings per Share A Basic earnings per share is calculated by dividing net income attributable to H.B. Fuller by the weighted-average number of common shares outstanding during the applicable period. Diluted earnings per share is based upon the weighted-average number of common and common equivalent shares outstanding during the applicable period. The difference between basic and diluted earnings per share is attributable to share-based compensation awards. We use the treasury stock method to calculate the effect of outstanding awards, which computes total employee proceeds as the sum of (a) the amount the employee must pay upon exercise of the award and (b) the amount of unearned share-based compensation costs attributed to future services. Share-based compensation awards for which total employee proceeds exceed the average market price over the applicable period have an antidilutive effect on earnings per share, and accordingly, are excluded from the calculation of diluted earnings per share. The computations for basic and diluted earnings per share are as follows: A (in thousands, except per share data) A 2024 A 2023 A 2022 A Net income attributable to H.B. Fuller A \$130,256A A \$144,906A A \$180,313A A A A A A A A A A Weighted-average common shares A€“ basic A 54,932A A 54,332A A 53,580A Equivalent shares from share-based compensation plans A 1,697A A 1,626A A 1,689A Weighted-average common and common equivalent shares A€“ diluted A 56,629A A 55,958A A 55,269A A A A A A A A A A Basic earnings per share A \$2.37A A \$2.67A A \$3.37A Diluted earnings per share A \$2.30A A \$2.59A A \$3.26A A Share-based compensation awards for 853,398, A 1,089,054A and 707,197A shares for 2024, 2023 and 2022, respectively, were excluded from the diluted earnings per share calculation because they were antidilutive. A 52 Table of Contents A Financial Instruments and Derivatives A As a part of our ongoing operations, we are exposed to market risks such as changes in foreign currency exchange rates and interest rates. To manage these risks, we may enter into derivative transactions pursuant to our established policies. A Our objective is to balance, where possible, non-functional currency denominated assets to non-functional currency denominated liabilities to have a natural hedge and minimize foreign exchange impacts. We minimize risks from foreign currency exchange rate fluctuations through normal operating and financing activities and, when deemed appropriate, through the use of derivative instruments. Derivatives consisted primarily of forward currency contracts used to manage foreign currency denominated assets and liabilities. For derivative instruments outstanding that were not designated as hedges for accounting purposes, the gains and losses related to mark-to-market adjustments were recognized as other income or expense in the income statement during the periods the derivative instruments were outstanding. To manage exposure to currency rate movements on expected cash flows, the Company may enter into cross-currency swap agreements.A A The Company manages interest expense using a mix of fixed and floating rate debt. A To manage exposure to interest rate movements and to reduce borrowing costs, the Company may enter into interest rate swap agreements. A Changes in the fair values of derivatives are recorded in net earnings or other comprehensive income, based on the type of derivative, and whether the instrument is designated and effective as a hedge transaction. Gains or losses on derivative instruments reported in accumulated other comprehensive income (loss) are reclassified to earnings in the period the hedged item affects earnings. Any ineffectiveness is recognized in earnings in the current period. We maintain master netting arrangements that allow us to net settle contracts with the same counterparties; we do not elect to offset amounts in our Consolidated Balance Sheet.A These arrangements generally do not call for collateral. We do not enter into any speculative positions with regard to derivative instruments. See Note 12 for further information regarding our financial instruments. A Purchase of Company Common Stock A Under the Minnesota Business Corporation Act, repurchased stock is included in authorized shares, but is not included in shares outstanding. The excess of the repurchase cost over par value is charged to additional paid-in capital. When additional paid-in capital is exhausted, the excess reduces retained earnings. We indirectly repurchased 93,102, 113,868A and 49,869A shares of common stock in 2024, 2023 and 2022, respectively, through a net-settlement feature in connection with the statutory minimum tax withholding related to vesting of restricted stock. We repurchased 407,400A shares of common stock from our share repurchase program in 2024. No shares were repurchased from our share repurchase program in 2023 and 2022. A Supplier Finance Program A We haveA agreements withA thirdA partiesA to provideA supplier finance programs which facilitateA participating suppliers' ability to finance payment obligations of the Company with designatedA third-party financial institutions. Participating suppliersA may,A at their sole discretion, elect to financeA oneA or more payment obligations of the Company prior to their scheduled due dates at a discounted price to participating financial institutions. The Company hasA noA economic interest in the sale of these suppliersA€™ receivables andA noA direct financial relationship with the financial institutions concerning these services. The CompanyA€™ s obligations to its suppliers, including amounts due and scheduled payment dates, areA notA impacted by suppliersA€™ decisions to finance amounts under these arrangements. The outstanding payment obligations that were confirmed as valid and remained outstanding as of November 30, 2024A were approximately \$5,233. These obligations under the CompanyA€™ s supplier finance programs are included in Accounts Payable in the Consolidated Balance Sheets, and the associated payments are reflected in the cash flows from operating activities section of the Consolidated Statements of Cash Flows. A The following table summarizes the outstanding obligations confirmed as valid under the CompanyA€™ s supplier finance programs for the year ended November 30, 2024: A A 2024 A Confirmed obligations outstanding, beginning of year A \$980A Invoices confirmed during the year A 29,518A Confirmed invoices paid during the year A (25,265) Confirmed obligations outstanding, end of year A \$5,233A A 53 Table of Contents A BusinessA Interruption Insurance Proceeds A The company made insurance claims to recover lost margin and additional costs incurred in connection with a fire at our Tucker production facility in June 2022 and unprecedented freezing weather that impacted our Texas facilities in February 2021. During the year ended November 30, 2024, the Company received business interruption insurance recovery payments of \$2,393, which have been recorded in selling, general and administrative expenses. The insurance claims were fully settled in September 2024. A New Accounting Pronouncements A In November 2024, the FASB issued Accounting Standards Update (“ASU”) No. 2024-03, Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures (Subtopic 220-40): Disaggregation of Income Statement Expenses, which requires additional disclosure of the nature of expenses included in our Consolidated Financial Statements.

Improvements to Reportable Segment Disclosures. This ASU requires enhanced disclosures regarding significant segment expenses and other segment items. The guidance requires public entities to provide in interim periods all disclosures about a reportable segment's profit or loss and assets that are currently required annually. Our effective date of this ASU is our fiscal year ending November 29, 2025. We are evaluating the effect that this guidance will have on our Consolidated Financial Statements.Â Â In September 2022, the FASB issued ASUA No. 2022-04, Liabilities - Supplier Finance Programs (Subtopic 405-50): Disclosure of Supplier Finance Program Obligations. This ASU requires that a buyer in a supplier finance program disclose sufficient information about the program to allow a user of the financial statements to understand the program's nature, activity during the period, changes from period to period, and potential magnitude. To achieve that objective, the buyer should disclose qualitative and quantitative information about its supplier finance programs.Â ASU 2022-04 is effective for fiscal years beginning after December 15, 2022, including interim periods within those fiscal years, except for the requirement on roll-forward information which is an annual requirement. During the first quarter of our fiscal year ending November 30, 2024, we adopted ASU 2022-04. See Supplier Finance Program for further information.Â Recently issued accounting standards or pronouncements not disclosed above have been excluded as they are not relevant to the Company.Â Â Note 2: Acquisitions and DivestitureÂ AcquisitionsÂ HS ButylÂ LimitedÂ Â On August 5, 2024, we acquired HS Butyl LimitedÂ (ÂHS ButylÂ) for a purchase price of 18,148 British pound sterling, or approximately \$23,180Â which was funded through existing cash. This includes a holdbackÂ amount of 2,700 British pound sterling that will be paid on the 18-month anniversary of the closing date. HS Butyl, headquartered in Lymington, England, is the United Kingdom's largest manufacturer and distributor of high-quality butyl tapes, which provide strong, permanent, watertight seals for a wide variety of applications within the construction, infrastructure, automotive and renewable energy industries. The acquisition of HS ButylÂ establishesÂ our presenceÂ in the European waterproofing tape market, expanding our position as a solution provider to existing customers. It also expands our relevance to more markets and creates opportunities to deliver new, in-demand solutions for our customers, given the technology's relevanceÂ to multiple high-valueÂ applications.Â TheÂ acquisitionÂ fairÂ valueÂ measurement was preliminary as of November 30, 2024, and includes other intangible assets of \$6,412, goodwill of \$3,233 and other net assets of \$13,535. Goodwill represents expected synergies from combining HS Butyl with our existing business. Goodwill is not deductible for tax purposes.Â HS ButylÂ isÂ included in our Construction Adhesives operating segment.Â Â 54 Table of ContentsÂ Â ND Industries, Inc.Â Â On May 20, 2024, we acquired the assets of ND Industries,Â Inc.Â (ÂND IndustriesÂ) for a base purchase price of \$254,037 which was funded through borrowings on our credit facility and existing cash. NDA Industries, headquartered in Clawson, Michigan, is a leading provider of specialty adhesives and fastener locking and sealing solutions serving customers in the automotive, electronics, aerospace and other industries.Â The acquisition of ND Industries is expected to accelerate the realization of our top growth priorities, consistent with our strategy to proactively drive capital allocation to the highest margin, highest growth market segments within the functional coatings, adhesives, sealants and elastomer industry.Â The acquisition fair value measurement was preliminary as of November 30, 2024. ND IndustriesÂ isÂ included in ourÂ Engineering Adhesives operating segment.Â During the three months ended November 30, 2024, intangible assets decreased \$2,200, goodwill decreased \$2,591, and other net assets increased \$3,094 in the fair value measurement of ND Industries.Â The following table summarizes the fair value measurement of the assets acquired and liabilities assumed as of the date of acquisition:Â Â Â AmountsÂ Â Current assetsÂ Â \$17,085Â Property, plant and equipmentÂ Â \$26,044Â GoodwillÂ Â \$81,268Â Other intangiblesÂ Â Â Â Customer relationshipsÂ Â Â Â 110,100Â Trademarks/trade namesÂ Â 8,700Â TechnologyÂ Â 13,600Â Other assetsÂ Â 13Â Current liabilitiesÂ Â (2,773) TotalÂ Â \$254,037Â Â The expected useful lives of the acquired intangible assets are 15 years for technology, 13 years for customer relationships and ten years for trademarks and tradenames. Based on the fair value measurement of the assets acquired and liabilities assumed, we allocated \$81,268 to goodwill for theÂ expected synergies from combining ND Industries with our existing business. Such goodwill is deductible for tax purposes.Â Â Sanglier Ltd.Â On September 8, 2023, we acquired the assets of Sanglier Ltd. (ÂSanglierÂ) for a base purchase price of 13,361 British pound sterling, or approximately \$16,660Â which was funded through existing cash. This includes a holdbackÂ amount of 2,100 British pound sterling that will be paid on the 18-month anniversary of the closing date. Sanglier, headquartered in Mansfield, United Kingdom, is a manufacturer and filler of sprayable (aerosol and cannister)Â industrial adhesives. The acquisition of Sanglier expands our innovation capabilities and product portfolio across the United Kingdom and Europe. SanglierÂ transforms adhesives applications to enable sprayable delivery providing endÂ users with an opportunity to greatly improve labor efficiency. The acquisition fair value measurement was final as of August 31, 2024 and includes other intangible assets of \$7,354, goodwill of \$3,038 and other net assets of \$6,261. Goodwill represents expected synergies from combining Sanglier with our existing business. Goodwill is deductible for tax purposes.Â Sanglier isÂ included in our Construction Adhesives operating segment.Â Adhezion Biomedical LLCÂ Â On June 23, 2023, we acquired Adhezion Biomedical LLC (ÂAdhezionÂ) for a base purchase price of \$80,802 which was funded through borrowings on our credit facility. This includes a holdback amount of \$780 that was paid onÂ the 12-month anniversary of the closing date. The agreement includes a payment of contingent consideration up to \$15,000 following the completion of certain performance goals and conditions. Adhezion, headquartered inÂ Hudson, North Carolina, is a manufacturer of cyanoacrylate-based healthcare adhesives and infection prevention products. The acquisition of Adhezion positions us for expansion in the healthcare adhesives industry andÂ creates a solid, unique platform from which to scale and innovate in the healthcare adhesives industry. The acquisition fair value measurement wasÂ final as of June 1, 2024Â and includes other intangible assets of \$38,500.Â goodwill of \$37,589 and other net assets of \$4,713. Goodwill represents expected synergies from combining Adhezion with our existing business. The amount of goodwill that is deductible for tax purposesÂ is \$25,717. Adhezion is included in our Hygiene, Health and Consumable Adhesives operating segment.Â 55 Table of ContentsÂ Â XChem International LLCÂ Â On June 12, 2023, we acquired XChem International LLC (ÂXChemÂ) for a base purchase price of approximately \$14,496 which was funded through borrowings on our credit facility. This includes a holdback amount of \$1,650, half of which was paid on theÂ 12-month anniversary of the closing dateÂ and half to be paid on theÂ 18-month anniversary of the closing date. XChem, headquartered in Ras Al-Khaimah, United Arab Emirates, is a manufacturer of adhesives and sealants for construction-related applications. The acquisition of XChem provides our Construction Adhesives global business with additional manufacturing presence for certain brands outside the U.S. and broadens our Construction Adhesives portfolio of highly specified applications andÂ diversifies it toward both non-U.S. and infrastructure-oriented markets. The acquisition fair value measurement wasÂ final as ofÂ June 1, 2024Â and includes other intangible assets of \$4,600, goodwill of \$4,318 and other netÂ assets of \$5,578. Goodwill represents expected synergies from combining XChem with our existing business. Goodwill is not deductible for tax purposes. XChem is included in our Construction Adhesives operating segment.Â Beardow Adams Holdings Ltd.Â Â On May 1, 2023, we acquired Beardow Adams Holdings Ltd. (ÂBeardow AdamsÂ) for a total purchase price of 80,738 British pound sterling, or approximately \$100,885, which was funded through borrowings on our credit facility.Â This includes a holdback amount of 8,000 British pound sterling that wasÂ paid on the 18-month anniversary of the closing date. Beardow Adams, based in the United Kingdom, develops and manufactures adhesives, sealantsÂ and coatings, principally in the fields of packaging and related applications. The acquisition of Beardow Adams is expected to accelerate profitable growth in many of our core end markets and generate business synergiesÂ through better raw material pricing, production optimization and an expanded distribution platform. The acquisition fair value measurement wasÂ final as ofÂ June 1, 2024Â and includes other intangible assets of \$35,425.Â goodwill of \$28,148 and other net assets of \$37,312. Goodwill represents expected synergies from combining Beardow Adams with our existing business. The amount of goodwill that is deductible for taxÂ purposes is \$3,561. The remaining goodwill is not deductible for tax purposes. Beardow Adams is included in our Hygiene, Health and Consumable Adhesives operating segment.Â Aspen Research CorporationÂ Â On January 31, 2023, we acquired the assets of Aspen Research Corporation (ÂAspenÂ) for a total purchase price of \$9,761, which was funded through existing cash. This includes a holdback amount of \$500 that was paid onÂ the 18-month anniversary of the closing date. Aspen, located in Maple Grove, Minnesota, is a contract research organization that develops and manufactures innovative solutions for some of the adhesives used in our insulatingÂ glass market. Aspen is known for their superior understanding of materials science, engineering and analytical testing and specializes in custom materials manufacturing for chemicals and adhesives products. The acquisition ofÂ Aspen is expected to expand our Engineering Adhesives footprint in North America and strengthen our capabilities in the insulating glass market, in addition to bringing additive continuous flow andÂ process manufacturingÂ capabilities that we plan to leverage. The acquisition fair value measurement was final as of December 2, 2023 and includes other intangible assets of \$4,900, goodwill of \$3,832 and other net assets of \$1,029. Goodwill representsÂ expected synergies from combining Aspen with our existing business. Goodwill is deductible for tax purposes. Aspen is included in our Engineering Adhesives operating segment.Â Lemtapes OyÂ Â On December 15, 2022, we acquired Lemtapes Oy (ÂLemtapesÂ) for a total purchase price of 8,922 Euro, or approximately \$9,482 which was funded through existing cash. This includes a holdback amount of 850 Euro that wasÂ paid on the 18-month anniversary of the closing date. Lemtapes, located in Valkeakoski, Finland, is a solutions provider of ecological, innovative tapes and adhesives for the packaging and plywood industries. The acquisition ofÂ Lemtapes is expected to reinforce our strategic position in Europe, especially for our adhesives coated solutions products. This acquisition will also accelerate our growth strategy of fast-growing, high margin businesses whileÂ adding technology capabilities and strong customer relationships. The acquisition fair value measurement was final as of December 2, 2023 and includes other intangible assets of \$5,526, goodwill of \$3,028 and other net assets of \$928.Â Goodwill represents expected synergies from combining Lemtapes with our existing business. Goodwill is not deductible for tax purposes. Lemtapes is included in our Hygiene, Health and Consumable Adhesives operating segment.Â All acquisitions, individually and in the aggregate, are not material and therefore pro forma financial information is not provided.Â 56 Table of ContentsÂ Â DivestitureÂ North America FlooringÂ During the fourth quarter of the year ended November 30, 2024, we committed to a plan to sell our North America Flooring business, which is included in our Construction Adhesives segment. The sale of this business was completed on December 2, 2024. The assets and liabilities of this business are classified as held for sale and are included in their corresponding categories in the Consolidated Balance Sheets as of November 30, 2024.Â Â Assets and liabilities held for sale are required to be recorded at the lower of carrying value or fair value, less costs to sell in accordance with ASC 360, Impairment or Disposal of Long Lived Assets.Â We measured the fair value of these assets and liabilities primarily using observable inputs at the measurement date, and determined their carrying value was greater than the fair value less costs to sell. Accordingly, we recorded a pre-taxÂ lossÂ on assets held for sale of \$47,267. Included in this amount is \$32,079 for goodwill impairment, \$6,109 for net intangible impairment and \$9,079 for net property, plant and equipment impairment. The loss is recorded in other (expense) income, net in the Consolidated Statements of Income for the year ended November 30, 2024.Â The following table summarizes the condensed assets and liabilities held for sale:Â Â Â November 30, 2024Â Â Trade receivables, netÂ Â \$19,888Â InventoriesÂ Â 27,587Â Other current assetsÂ Â 321Â Property, plant and equipment, netÂ Â 37,429Â Other intangibles, netÂ Â 12,673Â Other assetsÂ Â 2,343Â Trade payablesÂ Â (16,110) Other accrued expensesÂ Â (5,548) Other liabilitiesÂ Â (1,707) TotalÂ Â \$76,876Â Â Note 3: Restructuring ActionsÂ During fiscal year 2023,Â the CompanyÂ approvedÂ restructuring plans (the "Plans")Â related toÂ organizational changes and other actions to optimize operations and integrate acquired businesses. The Plans began to be implemented in the secondÂ quarter of fiscal year 2023Â and are currently expected to be completed during fiscal year 2026.Â with the majority of the charges recognized and cash payments occurring in fiscalÂ 2023Â and 2024.Â In implementing the Plans, the Company currently expects to incur pre-tax costs of approximately \$60,000Â to \$65,000Â for severance and related employee costs globally.Â other restructuring costs related to the streamlining of processes and the payment of anticipated income taxes in certain jurisdictions related to the Plans.Â The following table summarizes the pre-tax distribution of charges under these restructuring plans by income statement classification:Â Â Â November 30, 2024Â Â December 2, 2023Â Â December 3, 2022Â Â Cost of salesÂ Â \$12,263Â Â \$15,012Â Â \$(152) Selling, general and administrativeÂ Â 9,823Â Â 9,575Â Â (297)Â Â \$22,086Â Â 24,587Â Â \$(449)Â The restructuring charges are all recorded in Corporate Unallocated for segment reporting purposes.Â 57 Table of ContentsÂ Â A summary of the restructuring liability is presented below:Â Â Â Employee-Â Â Â Â Â Â Â Â Â Â Â Â Â Â RelatedÂ Â Asset-RelatedÂ Â OtherÂ Â TotalÂ Â Balance at December 3, 2022Â Â \$57Â Â \$-Â Â \$-Â Â \$57Â Expense incurredÂ Â 22,731Â Â 1,369Â Â 487Â Â 24,587Â Non-cash chargesÂ Â -Â Â -Â Â (1,369)Â Â (453)Â Â (1,822) Cash paymentsÂ Â (9,802)Â Â -Â Â -Â Â (34)Â Â (9,836) Foreign currency translationÂ Â (1,263)Â Â -Â Â -Â Â -Â Â (1,263) Balance at December 2, 2023Â Â \$11,723Â Â \$-Â Â \$-Â Â \$11,723Â Expense incurredÂ Â 13,477Â Â 4,673Â Â 3,936Â Â 22,086Â Non-cash chargesÂ Â -Â Â -Â Â (4,673)Â Â (3,925)Â Â (8,598) Cash paymentsÂ Â (16,427)Â Â -Â Â -Â Â (11)Â Â (16,438) Foreign currency translationÂ Â (343)Â Â -Â Â -Â Â -Â Â (343) Balance at November 30, 2024Â Â \$8,430Â Â \$-Â Â \$-Â Â \$8,430Â Â Non-cash charges include accelerated depreciation resulting from the cessation of use of certain long-lived assets, write-offs of certain long-lived assets, the recording of an inventory provision related to the discontinuance of certainÂ products, inventory disposals and lease termination payments. Restructuring liabilities have been classified as a component of other accrued expenses on the Consolidated Balance Sheets.Â Note 4: Supplemental Financial Statement InformationÂ Â Statement of Income InformationÂ Additional details of income statement amounts forÂ 2024, 2023 and 2022 are as follows:Â Â Â 2024Â Â 2023Â Â 2022Â Â Foreign currency transaction losses, netÂ Â \$(2,501)Â Â \$(11,615)Â Â \$(12,935) Gain (loss) on disposal of assetsÂ Â 424Â Â (58)Â Â 1,416Â Net periodic pension benefitÂ Â 15,920Â Â 20,246Â Â 26,787Â Loss on impairment of assets held for saleÂ Â (47,267)Â Â -Â Â -Â Â Other, netÂ Â (3,691)Â Â 1,109Â Â (2,316) Total other (expense) income, netÂ Â \$(37,115)Â Â \$9,682Â Â \$12,952Â Â Â Â Â Â Â Â Â Â Â Â Â Â Research and development expenses (included in SG&A expenses)Â Â \$49,565Â Â \$48,640Â Â \$44,853Â Â 58 Table of ContentsÂ Â Balance Sheet InformationÂ Additional details of balance sheet amounts as ofÂ November 30, 2024 and December 2, 2023 are as follows:Â Â Â 2024Â Â 2023Â Â InventoriesÂ Â Â Â Â Â Â Â Raw materialsÂ Â \$215,936Â Â \$206,140Â Finished goodsÂ Â 251,562Â Â 235,900Â Total inventoriesÂ Â \$467,498Â Â \$442,040Â Â Â Â Â Â Â Â Other current assetsÂ Â Â Â Â Â Â Â Other receivablesÂ Â \$39,149Â Â \$40,760Â Prepaid income taxesÂ Â 12,218Â Â 12,327Â Prepaid taxes other than income taxesÂ Â 31,295Â Â 34,455Â Prepaid expensesÂ Â 21,357Â Â 25,136Â Total other current assetsÂ Â \$104,019Â Â \$112,678Â Â Â Â Â Â Â Â Property, plant and equipmentÂ Â Â Â Â Â Â Â LandÂ Â \$108,093Â Â \$91,320Â Buildings and improvementsÂ Â 470,106Â Â 447,428Â Machinery and equipmentÂ Â 1,161,379Â Â 1,058,916Â Construction in progressÂ Â 124,980Â Â 157,371Â Total, at costÂ Â 1,864,558Â Â 1,755,035Â Accumulated depreciationÂ Â (982,631)Â Â (930,380) Net property, plant and equipmentÂ Â \$881,927Â Â \$824,655Â Â Â Â Â Â Â Â Other assetsÂ Â Â Â Â Â Â Â Investments in company owned life insuranceÂ Â \$9,814Â Â \$9,334Â Equity method investmentsÂ Â 37,059Â Â 37,562Â Equity investmentsÂ Â 1,023Â Â 1,362Â Long-term deferred income taxesÂ Â 39,298Â Â 42,949Â Prepaid pension costsÂ Â 119,493Â Â 92,323Â Postretirement other than pension assetÂ Â 156,576Â Â 113,431Â Operating lease right-of-use assetsÂ Â 61,116Â Â 47,433Â Other long-term receivablesÂ Â 14,577Â Â 14,013Â Other long-term assetsÂ Â 10,709Â Â 12,758Â Total other assetsÂ Â \$449,665Â Â \$371,165Â Â Â Â Â Â Â Â Other accrued expensesÂ Â Â Â Â Â Â Â Taxes other than income taxesÂ Â \$24,559Â Â \$22,497Â Miscellaneous servicesÂ Â 9,026Â Â 8,319Â Customer rebatesÂ Â 21,901Â Â 17,938Â InterestÂ Â 5,628Â Â 5,819Â Product liabilityÂ Â 233Â Â 175Â Contingent consideration liabilityÂ Â -Â Â -Â Â 1,370Â Current operating lease liabilitiesÂ Â 13,473Â Â 11,277Â Current obligations of finance leasesÂ Â 1,908Â Â 16,184Â Accrued expensesÂ Â 20,310Â Â 24,323Â Total other accrued expensesÂ Â \$97,038Â Â \$107,902Â Â Â Â Â Â Â Â Other liabilitiesÂ Â Â Â Â Â Â Â Asset retirement obligationsÂ Â \$3,321Â Â \$3,147Â Long-term deferred income taxesÂ Â 141,693Â Â 176,385Â Long-term income tax liabilityÂ Â 18,195Â Â 19,225Â Long-term deferred compensationÂ Â 11,716Â Â 9,884Â Postretirement other than pensionÂ Â 1,837Â Â 1,893Â Noncurrent operating lease liabilitiesÂ Â 48,628Â Â 36,879Â Environmental liabilitiesÂ Â 1,174Â Â 2,563Â Net investment hedge liabilitiesÂ Â 49,542Â Â 72,589Â Other long-term liabilitiesÂ Â 46,193Â Â 65,507Â Total other liabilitiesÂ Â \$322,299Â Â \$388,072Â Â 59 Table of ContentsÂ Â Additional details on the trade receivables allowance for doubtful accounts, credits related to pricing or quantities shipped and early payment discounts forÂ 2024, 2023 and 2022 are as follows:Â Â Â 2024Â Â 2023Â Â 2022Â Â Balance at beginning of yearÂ Â \$11,080Â Â \$10,939Â Â \$9,935Â Charged to expenses and other adjustmentsÂ Â 2,187Â Â 1,224Â Â 1,794Â Write-offsÂ Â (1,071)Â Â (1,522)Â Â (851) Foreign currency translation effectÂ Â (575)Â Â 439Â Â 61Â Balance at end of yearÂ Â \$11,621Â Â \$11,080Â Â \$10,939Â Â Statement of Comprehensive Income InformationÂ The following tables provide details of total comprehensive income (loss):Â Â Â November

Q4, 2024) A AAAA AAAA Non-controlling interest A A Fuller Stockholders A A Interest A A Pretax A A Tax A A Net A A Net A A Net income attributable to H.B. Fuller and non-controlling interests A A A A A A \$130,256A A \$139A Other comprehensive (loss) income A A A A A A A A A A Foreign currency translation adjustment1 A (\$75,106)A - A A (75,106)A 342A Defined benefit pension plans adjustment2 A A 50,875A A (12,437)A A 38,438A A A - Interest rate swap3 A A (14,831)A A 3,615A A A (11,216)A A - Net investment hedges3 A A 23,058A A (5,689)A A 17,369A A A - Other comprehensive (loss) income A (\$16,004)A (\$14,511)A (\$30,515)A 342A Comprehensive income A A A A A A A A 99,741A A 481A A A December 2, 2023 A A A A A A A A A A Non-controlling A A H.B. Fuller Stockholders A A Interest A A Pretax A A Tax A A Net A A Net income attributable to H.B. Fuller and non-controlling interests A A A A A A A A \$144,906A A \$82A Other comprehensive income A A A A A A A A A A Foreign currency translation adjustment1 A \$17,320A A - A A 17,320A A 2A Defined benefit pension plans adjustment2 A A 1,554A A (762)A A 792A A A - Interest rate swap3 A A 5,932A A (1,460)A A 4,472A A A - Net investment hedges3 A A (18,555)A A 4,448A A (14,107)A A - Other comprehensive income A \$6,251A A \$2,266A A \$8,477A A 2A Comprehensive income A A A A A A A A \$153,383A A \$84A A 60 Table of Contents A A December 3, 2022 A A A A A A A A A A Non-controlling A A H.B. Fuller Stockholders A A Interest A A Pretax A A Tax A A Net A A Net income attributable to H.B. Fuller and non-controlling interests A A A A A A A A \$180,313A A \$94A Other comprehensive loss A A A A A A A A A A Foreign currency translation adjustment1 A \$(131,745)A - A A (131,745)A (61) Defined benefit pension plans adjustment2 A A (18,881)A A 3,818A A A (15,063)A A - Interest rate swap3 A A 13,148A A (3,224)A A 9,924A A A - Other cash flow hedges3 A A (3,536)A A 53A A (3,483)A A A Net investment hedges3 A A (54,040)A A 13,297A A (40,743)A A - Other comprehensive loss A (\$195,054)A \$13,944A A (\$181,110)A (\$61) Comprehensive income A A A A A A A A (\$797)A \$33A A 1 Income taxes are not provided for foreign currency translation relating to indefinite investments in international subsidiaries. 2 Loss reclassified from accumulated other comprehensive loss to earnings as part of net periodic cost related to pension and other postretirement benefit plans is reported in cost of sales and SG&A expenses. 3 Loss reclassified from accumulated other comprehensive loss to earnings is reported in other (expense) income, net. A Statement of Total Equity Information A Components of accumulated other comprehensive income (loss) are as follows: A A November 30, 2024 A A A A A A A A Non-A A A A A A H.B. Fuller A A controlling A A Total A A Stockholders A A Interests A Foreign currency translation adjustment A (\$322,184)A (\$321,798)A (\$386) Defined benefit pension plans adjustment, net of taxes of \$54,545 A A (89,031)A A (89,031)A A - Interest rate swap, net of taxes of \$2,169 A A (6,744)A A (6,744)A A - Net investment hedges, net of taxes of \$12,056 A A (37,481)A A (37,481)A A - Reclassification of AOCI tax effects A A (18,341)A A (18,341)A A - Total accumulated other comprehensive loss A A (\$473,781)A (\$473,395)A (\$386) A A December 2, 2023 A A A A A A A A Non-A A A A A A H.B. Fuller A A controlling A A Total A A Stockholders A A Interests A Foreign currency translation adjustment A (\$246,736)A (\$246,692)A (\$44) Defined benefit pension plans adjustment, net of taxes of \$66,982 A A (127,469)A A (127,469)A A - Interest rate swap, net of taxes of (\$1,460) A A 4,472A A 4,472A A A Net investment hedges, net of taxes of \$17,744 A A (54,850)A A (54,850)A A - Reclassification of AOCI tax effects A A (18,341)A A (18,341)A A - Total accumulated other comprehensive loss A A (\$442,924)A (\$442,880)A (\$44) A 61 Table of Contents A A December 3, 2022 A A A A A A A A Non-A A A A A A H.B. Fuller A A controlling A A Total A A Stockholders A A Interests A Foreign currency translation adjustment A (\$264,054)A (\$264,012)A (\$42) Defined benefit pension plans adjustment, net of taxes of \$63,925 A A (128,261)A A (128,261)A A - Interest rate swap, net of taxes of \$3,224 A A (40,743)A A (40,743)A A - Reclassification of AOCI tax effects A A (18,341)A A (18,341)A A - Total accumulated other comprehensive loss A A (\$451,399)A (\$451,357)A (\$42) A Note 5: Goodwill and Other Intangible Assets A Goodwill balances by reportable segment consisted of the following: A A A A A A A A A A A A A A Hygiene, Health A A A A A A A A A A A A and Consumable A A Engineering A A Construction A A A A Adhesives A A Adhesives A A Adhesives A A Total A As of December 2, 2023 A \$402,598A \$651,145A \$432,769A A 1,486,512A Acquisitions A A 1,674A A 81,268A A 5,813A A 88,755A Impairment A A - A A - A A (32,079)A A (32,079) Foreign currency translation effect A A (4,759)A A (5,733)A A (475)A A (10,967) As of November 30, 2024 A \$399,513A A \$726,680A A \$406,028A A \$1,532,221A A We evaluate our goodwill for impairment annually at the beginning of the fourth quarter or earlier upon the occurrence of substantive unfavorable changes in economic conditions, industry trends, costs, cash flows, or ongoing declines in market capitalization. The quantitative impairment test requires judgment, including the identification of reporting units, the assignment of assets, liabilities and goodwill to reporting units, and the determination of fair value of each reporting unit. The impairment test requires the comparison of the fair value of each reporting unit with its carrying amount, including goodwill. In performing the impairment test, we determined the fair value of our reporting units through the income approach by using DCF analyses. Determining fair value requires the Company to make judgments about appropriate discount rates, perpetual growth rates and the amount and timing of expected future cash flows. The cash flows employed in the DCF analysis for each reporting unit are based on the reporting unit's budget, long-term business plan and recent operating performance. Discount rate assumptions are based on an assessment of the risk inherent in the future cash flows of the respective reporting unit and market conditions. Based on the analysis performed during the fourth quarter of 2024, there were no indications of impairment for any of our reporting units. A 62 Table of Contents A Balances of amortizable identifiable intangible assets, excluding goodwill and other non-amortizable intangible assets, are as follows: A A Purchased A A A A A A A A A A A A Technology A A Customer A A A A A A A A A A Amortizable Intangible Assets A and Patents A A Relationships A A Tradename A A All Other A A Total A As of November 30, 2024 A A A A A A A A A A Original cost A \$145,313A A \$1,063,210A A \$67,280A A \$10,031A A \$1,285,834A Impairment A A (343)A A (5,616)A A (150)A A - A A (6,109) Accumulated amortization A A (55,398)A A (418,805)A A (28,745)A A (7,012)A A (509,960) Net identifiable intangibles A \$89,572A A \$638,789A A \$38,385A A \$3,019A A \$769,765A Weighted-average useful lives (in years) A A 13A A 16A A 13A A 13A A 16A A As of December 2, 2023 A A A A A A A A A A A A Original cost A \$144,763A A \$986,470A A \$58,484A A \$10,911A A \$1,200,628A Accumulated amortization A A (59,631)A A (382,220)A A (23,099)A A (7,012)A A (471,962) Net identifiable intangibles A \$85,132A A \$604,250A A \$35,385A A \$3,899A A \$728,666A Weighted-average useful lives (in years) A A 13A A 16A A 13A A 13A A 16A A Amortization expense with respect to amortizable intangible assets was \$83,656, \$79,514 and \$74,383A in 2024, 2023 and 2022, respectively. A See Note 2 for further discussion of the impairment to assets held for sale. A Estimated aggregate amortization expense based on the current carrying value of amortizable intangible assets for the next five fiscal years are as follows: A Fiscal Year A 2025 A 2026 A 2027 A 2028 A 2029 A Thereafter A Amortization Expense A \$81,437A A \$79,468A A \$76,752A A \$77,519A A \$75,088A A \$379,501A A The above amortization expense forecast is an estimate. Actual amounts may change from such estimated amounts due to fluctuations in foreign currency exchange rates, additional intangible asset acquisitions, potential impairment, accelerated amortization or other events. A Non-amortizable intangible assets as of November 30, 2024 and December 2, 2023 were \$461A and \$474, respectively, and relate to trademarks and trade names. The change in non-amortizable assets in 2024 compared to 2023 was due to changes in foreign currency exchange rates. A Note 6: Leases A As a lessee, the Company leases office, manufacturing and warehouse space, and equipment. Certain lease agreements include rental payments adjusted annually based on changes in an inflation index. Our leases do not contain material residual value guarantees or material restrictive covenants. Lease expense is recognized on a straight-line basis over the lease term. We determine if an arrangement is a lease upon inception. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The right to control the use of an asset includes the right to obtain substantially all of the economic benefits of the underlying asset and the right to direct how and for what purpose the asset is used. A Operating lease and finance lease right-of-use assets and liabilities are recognized at commencement date based on the present value of lease payments over the lease term. The discount rate used to calculate present value is the Company's incremental borrowing rate. We determine the incremental borrowing rate for each lease based primarily on its lease term and the economic environment of the applicable country or region. A Certain leases include one or more options to renew, with terms that can extend the lease term up to five years. We include options to renew the lease as part of the right-of-use lease asset and liability when it is reasonably certain we will exercise the option. In addition, certain leases contain termination options with an associated penalty. In general, the Company is not reasonably certain to exercise such options. A 63 Table of Contents A For the measurement and classification of lease agreements, we group lease and non-lease components into a single lease component for all underlying asset classes. Variable lease payments primarily include payments for non-lease components, such as maintenance costs, payments for leased assets used beyond their non-cancelable lease term as adjusted for contractual options to terminate or renew, and payments for non-components such as sales tax. Certain leases contain immaterial variable lease payments based on usage. A The components of lease expense are as follows: A A November 30, 2024 A A December 2, 2023 A Operating net lease cost A \$16,559A A \$13,883A Finance net lease cost: A A A A A A Amortization of assets A A 1,698A A 2,045A Interest on lease liabilities A A 402A A 1,077A Variable net lease cost A A 12,091A A 8,554A Total net lease cost A \$30,750A A \$25,559A A Supplemental balance sheet information related to leases is as follows: A A Location on A A A A A A Balance Sheet A November 30, 2024 A December 2, 2023 A Operating leases: A A A A A A A A Operating lease right-of-use assets Other assets A \$61,116A A \$47,433A A A A A A Current operating lease liabilities Other accrued expenses A A 13,473A A 11,277A Noncurrent operating lease liabilities Other liabilities A A 48,628A A 36,879A Total operating lease liabilities A \$62,101A A \$48,156A A A A A A Finance leases: A A A A A A Equipment right-of-use assets Property, plant and equipment A \$9,183A A \$11,681A Building right-of-use asset Property, plant and equipment A \$-A A 14,230A A A A A A Current obligations of finance leases Other accrued expenses A \$1,908A A \$16,184A Finance leases, net of current obligations Other liabilities A A 7,600A A 6,534A Total finance lease liabilities A \$9,508A A \$22,718A A As of November 30, 2024, the weighted average remaining lease term is 7.6 years and the weighted average discount rate is 4.8% for the Company's operating lease agreements. The weighted average remaining lease term is 6.6 years and the weighted average discount rate is 4.0%

\$158,750 of our Term Loan A under the credit agreement at that time.Â On October 20, 2020, we issued \$300,000 aggregate principal of 8-year unsecured public notes (âPublic Notesâ) due October 15, 2028 with a fixed coupon of 4.25 percent. Proceeds from this debt issuance were used to prepay \$300,000 of our Term Loan B at that time. On February 12, 2021, we entered into interest rate swap agreements to convert our 8-year Public Notes to a variable interest rate of 1-month LIBOR plus 3.28 percent.Â On June 30, 2023, 1-month LIBOR ceased to exist and the IBOR Fallbacks Protocol published by theÂ International Swaps and Derivatives Association (âISDAâ) took effect as outlined in the interest rate swap agreement. As a result, the interest rate swapÂ agreementÂ wasÂ converted to Overnight SOFR plus 3.28 percent.Â See Note 12 for further discussion of these interest rate swaps. Â 66 Table of Contents Â The Public Notes are senior unsecured obligations of the Company and will rank equally with the Companyâs other unsecured and unsubordinated debt from time to time outstanding. Â Fair Value of Long-Term Debt Â Long-term debt had an estimated fair value of \$2,015,468Â and \$1,785,199Â as of November 30, 2024 and December 2, 2023, respectively. The fair value of long-term debt is based on quoted market prices for the same or similar issues or on the current rates offered for debt of similar maturities. The estimated fair value of these long-term obligations is not necessarily indicative of the amount that would be realized in a current market exchange. Â Long-term Debt Maturities Â Maturities of long-term debt for the next five fiscal years are as follows: Â Fiscal Year Â 2025 Â Â 2026 Â Â 2027 Â Â 2028 Â Â 2029 Â Â Thereafter Â Long-term debt obligations Â \$41,190Â Â \$47,440Â Â \$53,690Â Â \$959,940Â Â \$9,940Â Â \$939,330Â Â Â Revolving Credit Facility Â Interest on the Revolving Credit Facility is payable at SOFR plus an adjustment of 0.10 percent and an interest rate spread of 1.50 percent (6.17 percent atÂ November 30, 2024). A facility fee of 20Â basis points of the unused commitment under the Revolving Credit Facility is payable quarterly. The interest rateÂ spread and the facility fee are based on a secured leverage grid. At November 30, 2024, there was no balance outstanding on the Revolving Credit Facility. TheÂ Revolving Credit Facility matures on February 15, 2028. Â As of November 30, 2024, amounts related to our revolving credit facility was as follows: Â Â Committed Â Â Drawn Â Â Unused Â Revolving credit facility Â \$700,000Â Â \$-Â Â \$689,682Â Â The secured, multi-currency revolving credit facility can be drawn upon for general corporate purposes up to a maximum of \$700,000, less issued letters of credit. At November 30, 2024, letters of credit reduced the available amount under the revolving credit facility by \$10,318. Â Covenants and Other Â Under the Refinancing and Incremental Amendment, the Revolving Credit Facility and Term Loan A are subject to certain covenants and restrictions. Â For these facilities, we are required to maintain a secured leverage ratio, as defined in the agreement, no greater than 4.75 to 1.00 for our fiscal quarters endingÂ on or prior to June 1, 2024 and then 4.50 to 1.00 thereafter. We are also required to maintain an interest coverage ratio of not less than 2.00 to 1.00.Â Â Restrictive covenants include, but are not limited to, limitations on secured and unsecured borrowings, interest coverage, intercompany transfers and investments, third party investments, dispositions of assets, leases, liens, dividends and distributions, and contains a maximum total debt to trailing twelveÂ months EBITDA requirement. Certain covenants become less restrictive after meeting leverage or other financial ratios. In addition, we cannot be a member ofÂ any consolidated group as defined for income tax purposes other than with our subsidiaries. We are subject to mandatory prepayments in the first quarter of each fiscal year equal to 50 percent of Excess Cash Flow, as defined the Refinancing and Incremental Amendment, of the prior fiscal year less any voluntary prepayments made during that fiscal year. The Excess Cash Flow Percentage shall beÂ reduced to 25 percent when our Secured Leverage Ratio is below 4.25:1.00 and to 0 percent when our Secured Leverage Ratio is below 3.75:1.00. Â 67 Table of Contents Â The principal balance of the Term Loan B loans will be repayable in equal quarterly installments in an aggregate annual amount equal to 1 percent of theÂ original principal amount thereof, with the balance due at maturity on February 15, 2030. The principal balance of the Term Loan A loans will be repayable inÂ quarterly installments as follows: (i) with respect to the first eight fiscal quarters ended after the effective date of the Second Amended and Restated CreditÂ Agreement, 1.25 percent of the aggregate principal amount of the original principal of the Term Loan A loans, (ii) with respect to the eight fiscal quarters endedÂ after the end of the period set forth in the preceding clause (i), 1.875 percent of the aggregate principal amount of the original principal amount of the TermÂ Loan A loans, and (iii) thereafter, 2.5 percent of the original principal amount of the Term Loan A loans, with the balance due at maturity on February 15, 2028. Â The Indenture under which the Public Notes have been issued contains covenants imposing certain limitations on the ability of the Company to incur liens or enter into sales and leaseback transactions. It also provides for customary events of default (subject in certain cases to customary grace and cure periods), which include among other things nonpayment, breach of covenants in the Indenture and certain events of bankruptcy and insolvency. If an event of default occurs and is continuing with respect to the Public Notes, the Trustee or holders of at least 25% in principal amount outstanding of the Public Notes may declare the principal and the accrued and unpaid interest, if any, on all of the outstanding Public Notes to be due and payable. These covenants and events of default are subject to a number of important qualifications, limitations and exceptions that are described in the Indenture. Â As ofÂ November 30, 2024, we were in compliance with all covenants of our contractual obligations for outstanding indebtedness. Â Â Note 8: Stockholders' Equity Â Preferred Stock Â The Board of Directors is authorized to issue up to 10,045,900Â shares of preferred stock that may be issued in one or more series and with such stated value and terms as the Board of Directors may determine. Â Common Stock Â There were 160,000,000Â shares of common stock with a par value of \$1.00 authorized and 54,657,103Â and 54,092,987Â shares issued and outstanding at November 30, 2024 and December 2, 2023, respectively. Â On April 22, 2022, the Board of Directors authorized a share repurchase program of up to \$300,000Â of our outstanding common shares for a period of up to five years. Under the program, we are authorized to repurchase shares for cash on the open market, from time to time, in privately negotiated transactions or block transactions, or through an accelerated repurchase agreement. The timing of such repurchases is dependent on price, market conditions and applicable regulatory requirements. Upon repurchase of the shares, we reduce our common stock for the par value of the shares with the excess being applied against additional paid-in capital. We repurchased shares under this program with an aggregate value of \$31,811 during 2024. WeÂ did not repurchase any shares during 2023Â and 2022Â under our share repurchase program. Up to \$268,000Â of our outstanding common shares may still be repurchased under the current share repurchase program. Â Common Shares Outstanding Â 2024 Â Â 2023 Â Â 2022 Â Beginning balance Â Â 54,092,987Â Â Â 53,676,576Â Â Â 52,777,753Â Â Stock options exercised Â Â 746,892Â Â Â 314,832Â Â Â 657,789Â Â Deferred compensation paid Â Â 20,691Â Â Â 102,108Â Â Â 118,429Â Â Restricted units vested Â Â 297,035Â Â Â 113,339Â Â Â 172,474Â Â Shares withheld for taxes Â Â (93,102)Â Â Â (113,868)Â Â Â (49,869)Â Â Share repurchases Â Â (407,400)Â Â -Â Â -Â Â Ending balance Â Â 54,657,103Â Â Â 54,092,987Â Â Â 53,676,576Â Â Â Dividends declared per common share were \$0.856 and \$0.805 for the year endedÂ November 30, 2024 and December 2, 2023, respectively. Â 68 Table of Contents Â Â Â Note 9: Accounting for Share-Based Compensation Â Overview Â We have various share-based compensation programs, which provide for equity awards including non-qualified stock options, incentive stock options, restricted stock units, performance awards and deferred compensation. These equity awards fall under several plans and are described below. Â Share-based Compensation Plans Â We currently grant stock options and restricted stock units under equity compensation and deferred compensation plans. Â Stock options are granted to officers and key employees at prices not less than the fair market value at the date of grant. Non-qualified stock options are generally exercisable beginning one year from the date of grant in cumulative yearly amounts of 33.3 percent. Incentive stock options are based on certain performance-based criteria and are generally exercisable at a stated date when the performance criteria is measured. Stock options generally have a contractual term of 10 years. Options exercised represent newly issued shares. Â Restricted stock awards are nonvested stock-based awards that include grants of restricted stock units. Restricted stock awards are independent of option grants and are subject to forfeiture if employment terminates prior to the release of the restrictions. Time-based restricted stock awards generally vest beginning one year from the date of grant or 33.3 percent per year for three years, depending on the grant. Performance-based restricted stock awards vest three years from the date of grant. During the vesting period, ownership of the shares cannot be transferred. Â Restricted stock units have dividend equivalent rights equal to the cash dividend paid on restricted stock shares. However, restricted stock units do not have voting rights of common stock and are not considered issued and outstanding upon grant. Restricted stock units become newly issued shares when vested. The dividend equivalent rights for restricted stock units are forfeitable. Â We expense the cost, which is the grant date fair market value, of the restricted stock units ratably over the period during which the restrictions lapse. The grant date fair value is our closing stock price on the date of grant. Â We are required to recognize compensation expense when an employee is eligible to retire. We consider employees eligible to retire at age 55 and after 10 years of service. Awards granted to retirement-eligible employees are forfeited if the retirement-eligible employees retire prior to 180 days after the grant. Accordingly, the related compensation expense is recognized during the 180 day period for awards granted to retirement-eligible employees or over the period from the grant date to the date retirement eligibility is achieved, if less than the stated vesting period. Â 2020 Master Incentive Plan Â This plan allows for granting of awards to any employee, officer, non-employee director, consultant, independent contractor or advisor providing services to us or any of our affiliates, or any person to whom an offer of employment or engagement with us or any of our affiliates has beenÂ made. The plan permits granting of (a) stock options; (b) stock appreciation rights; (c) restricted stock and restricted stock units; (d) performance awards; (e) dividend equivalents; and (f) other awards based on our common stock, including shares for amounts employees or non-employee directors deferred under the deferred compensation plans. There were 2,854,679Â common shares available for grant as of November 30, 2024. Â 2018 Master Incentive Plan Â This plan allows for granting of awards to employees. The plan permits granting of (a) stock options; (b) stock appreciation rights; (c) restricted stock and restricted stock units; (d) performance awards; (e) dividend equivalents; (f) other awards based on our common stock, including shares for amounts employees deferred under the Key Employee Deferred Compensation Plan. Â 69 Table of Contents Â Year 2016 Master Incentive Plan Â This plan allows for granting of awards to employees. The plan permits granting of (a) stock options; (b) stock appreciation rights; (c) restricted stock awards; (d) performance awards; (e) dividend equivalents; and (f) other awards based on our common stock, including shares for amounts employees deferred under the Key Employee Deferred Compensation Plan. Â 2009 Directorsâs Stock Incentive Plan Â This plan permits granting of (a) shares for amounts non-employee directors deferred under the Directorsâs Deferred Compensation Plan and (b) discretionary grants of restricted stock, stock options, stock appreciation rights, performance awards and other stock awards. Â Â Â Â Directors' Deferred Compensation Plan Â This plan allows non-employee directors to defer all or a portion of their retainer and meeting fees in a number of investment choices, including units representing shares of our common stock. We provide a 10 percent match on deferred compensation invested in these units. These units are required to be paid out in our common stock. Â Key Employee Deferred Compensation Plan Â This plan allows key employees to defer a portion of their eligible compensation in a number of investment choices, including units representing shares of Company common stock. We provide a 10 percent match on deferred compensation invested in these units. Â Grant-Date Fair Value Â We use the Black-Scholes option-pricing model to calculate the grant-date fair value of stock option awards. The fair value of options granted duringÂ 2024, 2023 and 2022 were calculated using the following assumptions: Â Â 2024 Â Â 2023 Â Â 2022 Â Expected life (in years) Â Â 5.86Â Â Â 5.00Â Â Â 5.00Â Â Weighted-average expected volatility Â Â 35.12%Â Â 35.28%Â Â 33.35%Â Â Expected volatility range Â Â 33.88-35.14%Â Â 35.09-35.69%Â Â 33.33-34.34%Â Â Risk-free interest rate Â Â 3.73-4.58%Â Â 3.48-4.72%Â Â 1.53-4.06%Â Â Weighted-average expected dividend Â Â 1.13%Â Â 1.20%Â Â 0.95%Â Â Expected dividend yield range Â Â 1.03-1.19%Â Â 1.13-1.22%Â Â 0.94-1.23%Â Â Weighted-average fair value of grants Â \$28.07Â Â \$22.41Â Â \$20.91Â Â Expected life â We use historical employee exercise and option expiration data to estimate the expected life assumption for the Black-Scholes grant-date valuation. We believe that this historical data is currently the best estimate of the expected term of a new option. We use a weighted-average expected life for all awards. Â Expected volatility â Volatility is calculated using our stockâs historical volatility for the same period of time as the expected life. We have no reason to believe that its future volatility will differ from the past. Â Risk-free interest rate â The rate is based on the U.S. Treasury yield curve in effect at the time of the grant for the same period of time as the expected life. Â Expected dividend yield â The calculation is based on the total expected annual dividend payout divided by the closing stock price on the date of grant. Â Expense Â We use the straight-line attribution method to recognize share-based compensation expense for option awards and restricted stock units with graded and cliff vesting. Incentive stock options and performance awards are based on certain performance-based metrics and the expense is adjusted quarterly, based on our projections of the achievement of those metrics. The amount of share-based compensation expense recognized during a period is based on the value of the portion of the awards that are ultimately expected to vest. The expense is recognized over the requisite service period, which for us is the period between the grant date and the earlier of the awardâs stated vesting term or the date the employee is eligible for early vesting based on the terms of the plans. Â 70 Table of Contents Â Total share-based compensation expense was \$21,914, \$19,911 and \$24,368 for 2024, 2023 and 2022, respectively. All share-based compensation was recorded as SG&A expense. Â As of November 30, 2024, \$9,499Â of unrecognized compensation costs related to unvested stock option awards is expected to be recognized over a weighted-average period of 1.1Â years. Unrecognized compensation costs related to unvested restricted stock units was \$9,944Â which is expected to be recognized over a weighted-average period of 0.9Â years. Â Stock Option Activity Â The stock option activity for the years endedÂ November 30, 2024, December 2, 2023, and December 3, 2022 is summarized below: Â Â Â Â Â Weighted- Â Â Â Â Â Weighted- Â Â Â Â Â Average Â Â Â Â Â Options Â Â Â Exercise Price Â Outstanding at November 27, 2021 Â Â 4,972,392Â Â Â \$47.45Â Â Granted Â Â 549,458Â Â Â 72.75Â Â Exercised Â Â (657,789)Â Â Â 45.79Â Â Forfeited or cancelled Â Â (40,991)Â Â Â 61.31Â Â Outstanding at December 3, 2022 Â Â 4,823,070Â Â Â 50.42Â Â Granted Â Â 471,975Â Â Â 68.27Â Â Exercised Â Â (314,832)Â Â Â 46.43Â Â Forfeited or cancelled Â Â (38,328)Â Â Â 63.52Â Â Outstanding at December 2, 2023 Â Â 4,941,885Â Â Â 52.28Â Â Granted Â Â 470,748Â Â Â 77.77Â Â Exercised Â Â (746,892)Â Â Â 48.10Â Â Forfeited or cancelled Â Â (60,637)Â Â Â 64.07Â Â Outstanding at November 30, 2024 Â Â 4,605,104Â Â Â 55.40Â Â The fair value of options granted duringÂ 2024, 2023 and 2022 was \$13,214, \$10,577 and \$5,400, respectively. Total intrinsic value of options exercised duringÂ 2024, 2023 and 2022 was \$25,258, \$8,015 and \$16,877, respectively. For options outstanding at November 30, 2024, the weighted-average remaining contractual life was 5.3 years and the aggregate intrinsic value was \$99,352. There were 3,756,728 options exercisable at November 30, 2024, with a weighted-average remaining contractual life of 4.6 years and an aggregate intrinsic value of \$96,416. Intrinsic value is the difference between our closing stock price on the respective trading day and the exercise price, multiplied by the number of options exercised. Proceeds received from option exercises during the year endedÂ November 30, 2024, December 2, 2023, and December 3, 2022 were \$35,927, \$14,619 and \$30,122, respectively. The Companyâs actual tax benefits realized for the tax deductions related to the exercise of stock options forÂ 2024, 2023 and 2022 was \$6,114, \$1,885 and \$3,687, respectively. Â 71 Table of Contents Â Restricted Stock Unit Activity Â The nonvested restricted stock unitÂ activity for the years endedÂ November 30, 2024, December 2, 2023, and December 3, 2022 is summarized below: Â Â Â Â Â Weighted- Â Â Â Â Â Weighted- Â Â Â Â Â Average Â Â Â Â Â Average Â Â Â Remaining Â Outstanding at November 30, 2024 Â Â 179,603Â Â Â 67.92Â Â Â Â Vested Â Â (172,474)Â Â Â 46.74Â Â Â Â Forfeited Â Â (68,374)Â Â Â 45.83Â Â Â Â Nonvested at December 3, 2022 Â Â 491,120Â Â Â 58.98Â Â Â 0.7Â Â Granted Â Â 187,185Â Â Â 63.32Â Â Â Â Vested Â Â (113,339)Â Â Â 53.83Â Â Â Â Forfeited Â Â (36,276)Â Â Â 44.48Â Â Â Â Nonvested at December 2, 2023 Â Â 528,690Â Â Â 62.61Â Â Â 0.7Â Â Granted Â Â 194,689Â Â Â 73.34Â Â Â Â Vested Â Â (297,035)Â Â Â 57.32Â Â Â Â Forfeited Â Â (15,603)Â Â Â 70.61Â Â Â Â Nonvested at November 30, 2024 Â Â 410,741Â Â Â 71.21Â Â Â 0.9Â Â Total fair value of restricted stock units vested during 2024, 2023 and 2022 was \$17,027, \$6,101 and \$8,062, respectively. The total fair value of nonvested restricted stock atÂ November 30, 2024 was \$29,250. Â We indirectly repurchased 100,560, 37,715 and 55,081 shares during 2024, 2023 and 2022, respectively, through a net-settlement feature in connection with the statutory minimum tax withholding related to vesting of restricted stock. The Companyâs actual tax benefits realized for the tax deductions related to the restricted stock vested forÂ 2024, 2023 and 2022 was \$4,237, \$1,396Â and \$2,569, respectively. Â Deferred Compensation Activity Â Deferred compensation units are fully vested at the date of contribution. The deferred compensation units outstanding for the years endedÂ November 30, 2024, December 2, 2023, and December 3, 2022 is summarized below: Â Â Non-employee Â Â Â Â Â Directors Â Â Employees Â Â Total Â Units outstanding November 27, 2021 Â Â 468,524Â Â Â 48,361Â Â Â 516,885Â Â Participant contributions Â Â 89,054Â Â Â 12,985Â Â Â 102,039Â Â Company match contributionsÂ 1 Â Â 26,843Â Â Â 1,299Â Â Â 28,142Â Â Payouts Â Â (118,429)Â Â Â (6,073)Â Â Â (124,502)Â Â Units outstanding December 3, 2022 Â Â 465,992Â Â Â 56,572Â Â Â 522,564Â Â Participant contributions Â Â 13,187Â Â Â 12,219Â Â Â 25,406Â

Company match contributions: \$18,899,222 to \$20,121. Payouts: \$102,108 to \$6,826. Units outstanding December 2, 2023: 395,970 to 63,187. Participant contributions: \$13,103 to \$9,309. Company match contributions: \$15,236 to \$931. Payouts: \$20,691 to \$8,357. Units outstanding November 30, 2024: \$403,618 to \$65,070. The non-employee directors' company match includes 13,926, 17,580 and 17,937 deferred compensation units paid as discretionary awards to all non-employee directors in 2024, 2023 and 2022, respectively. The fair value of the non-employee directors' company matches for 2024, 2023 and 2022, respectively, was \$1,200, \$1,200 and \$1,080 for 2024, 2023 and 2022, respectively. The fair value of employee company matches was \$78, \$79 and \$86 for 2024, 2023 and 2022, respectively. The Pension and Postretirement Benefits: Defined Contribution Plan. All U.S. employees have the option of contributing up to 75 percent of their pre-tax earnings to a 401(k) plan, subject to IRS limitations. We match up to the first 4 percent of each employee's pre-tax earnings, based on the employee's contributions. All U.S. employees are eligible for a separate annual non-discretionary retirement contribution to the 401(k) plan of 1 percent of pay, that is invested based on the election of the individual participant. The 1 percent contribution is in addition to our 4 percent matching contribution described above and is in lieu of participation in our defined benefit pension plan. The total contribution to the 401(k) plan for 2024 was \$15,590 which included the cost of the 4 percent company match of \$10,070 and the additional 1 percent contribution of \$5,520. The total contributions to the 401(k) plan were \$14,221 and \$12,113 in 2023 and 2022, respectively. All U.S. employees are eligible to receive an annual discretionary non-elective contribution to the 401(k) plan of up to 3 percent based on achieving the Company's earnings per share target. This discretionary contribution is in addition to the contributions described above. There was no discretionary non-elective contribution for 2024 and 2023. The defined contribution plan liability recorded in the Consolidated Balance Sheets was \$11,992 and \$11,626 in 2024 and 2023, respectively, for the U.S. Plan and several statutorily required non-U.S. Plans. Defined Benefit Plans: Noncontributory defined benefit pension plans cover all U.S. employees employed prior to January 1, 2007. Benefits for these plans are based primarily on each employee's years of service and average compensation. During 2011, we made significant changes to our U.S. pension plan. The changes included: benefits under the plan were locked-in using service and salary as of May 31, 2011, participants no longer earn benefits for future service and salary as they had in the past, affected participants receive a three percent increase to the locked-in benefit for every year they continue to work for us and we are making a retirement contribution of three percent of eligible compensation to the 401(k) Plan for those participants. The funding policy is consistent with the funding requirements of federal law and regulations. Plan assets consist principally of listed equity securities and bonds. Other U.S. postretirement benefits are funded through a Voluntary Employees' Beneficiaries Association Trust. Health care and life insurance benefits are provided for eligible retired employees and their eligible dependents. These benefits are provided through various insurance companies and health care providers. Costs are accrued during the years the employee renders the necessary service. Certain non-U.S. subsidiaries provide pension benefits for their employees consistent with local practices and regulations. These plans are primarily defined benefit plans covering substantially all employees upon completion of a specified period of service. Benefits for these plans are generally based on years of service and annual compensation. Following is a reconciliation of the beginning and ending balances of the benefit obligation and fair value of plan assets as of November 30, 2024 and December 2, 2023:

	2024	2023	2024	2023	2024	2023
Benefit obligation at beginning of year	\$255,390	\$269,874	\$146,796	\$154,850	\$22,133	\$24,173
Acquisitions	-	-	-	-	\$951	-
Service cost	-	-	-	-	-	-
Interest cost	-	-	-	-	-	-
Participant contributions	-	-	-	-	-	-
Settlement payments	-	-	-	-	-	-
Foreign currency translation effect	-	-	-	-	-	-
Benefit obligation at end of year	\$258,810	\$255,390	\$148,310	\$146,796	\$20,850	\$22,133
Change in plan assets	-	-	-	-	-	-
Fair value of plan assets at beginning of year	\$319,738	\$326,786	\$134,622	\$141,908	\$133,453	\$120,782
Acquisitions	-	-	-	-	-	-
Actual return on plan assets	\$49,271	\$12,811	\$9,189	\$5,545	\$44,160	\$15,160
Employer contributions	-	-	-	-	-	-
Settlement payments	-	-	-	-	-	-
Benefit payments	-	-	-	-	-	-
Foreign currency translation effect	-	-	-	-	-	-
Fair value of plan assets at end of year	\$349,024	\$319,738	\$135,567	\$134,622	\$175,375	\$133,453
Plan assets in excess of (less than) benefit obligation as of year end	\$90,214	\$64,348	\$12,743	\$12,743	\$154,525	\$111,320
Actuarial gain in 2024 and 2023 for the Non-U.S. Plans	-	-	-	-	-	-
Amount excludes benefit payments made from sources other than plan assets	-	-	-	-	-	-
Amounts in accumulated other comprehensive income (loss) that have not been recognized as components of net periodic benefit cost	-	-	-	-	-	-
Unrecognized prior service cost	-	-	-	-	-	-
Unrecognized actuarial loss (gain)	-	-	-	-	-	-
Statement of financial position as of fiscal year-end	-	-	-	-	-	-
Accrued benefit cost	-	-	-	-	-	-
Current liabilities	-	-	-	-	-	-
Non-current liabilities	-	-	-	-	-	-
Ending balance	-	-	-	-	-	-
The accumulated benefit obligation of the U.S. pension and other postretirement plans	\$275,599	\$275,599	\$142,503	\$142,503	\$141,402	\$141,402
The following amounts relate to pension plans with accumulated benefit obligations in excess of plan assets as of November 30, 2024 and December 2, 2023:	-	-	-	-	-	-
Accumulated benefit obligation	-	-	-	-	-	-
Fair value of plan assets	-	-	-	-	-	-
The following amounts relate to pension plans with projected benefit obligations in excess of plan assets as of November 30, 2024 and December 2, 2023:	-	-	-	-	-	-
Projected benefit obligation	-	-	-	-	-	-
Fair value of plan assets	-	-	-	-	-	-
Information about the expected cash flows is as follows:	-	-	-	-	-	-
Pension Benefits	-	-	-	-	-	-
Other Postretirement Benefits	-	-	-	-	-	-
U.S. Plans	-	-	-	-	-	-
Non-U.S. Plans	-	-	-	-	-	-
Weighted-average assumptions used to determine benefit obligations	-	-	-	-	-	-
Discount rate	-	-	-	-	-	-
Expected benefit payments	-	-	-	-	-	-
Expected return on assets	-	-	-	-	-	-
Prior service (benefit) cost	-	-	-	-	-	-
Settlement charge	-	-	-	-	-	-
Actuarial loss (gain)	-	-	-	-	-	-
Net periodic (benefit) cost	-	-	-	-	-	-
Weighted-average assumptions used to determine net costs for years ended	-	-	-	-	-	-
Discount rate	-	-	-	-	-	-
Expected benefit payments	-	-	-	-	-	-
Expected return on assets	-	-	-	-	-	-
Rate of compensation increase	-	-	-	-	-	-
Under the U.S. pension plan, the compensation amount was locked-in as of May 31, 2011 and thus the benefit no longer includes compensation increases.	-	-	-	-	-	-
The discount rate assumption is determined using an actuarial yield curve approach, which results in a discount rate that reflects the characteristics of the plan. The approach identifies a broad population of corporate bonds that meet the quality and size criteria for the particular plan. We use this approach rather than a specific index that has a certain set of bonds that may or may not be representative of the characteristics of our particular plan. A higher discount rate reduces the present value of the pension obligations. The discount rate for the U.S. pension plan was 5.23 percent at November 30, 2024, 5.66 percent at December 2, 2023 and 5.36 percent at December 3						

investment strategy for other postretirement benefit plans is to own insurance policies that maintain an asset allocation nearly completely in equities. These equities are invested in a passive portfolio indexed to the S&P 500. A 78 Table of Contents A Fair Value of Plan Assets A The following table presents plan assets categorized within a three-level fair value hierarchy as described in Note 13. A A A November 30, 2024 A U.S. Pension Plans A Level 1 A A Level 2 A A Level 3 A A Total Assets A Equities A \$-A \$183,061A A \$-A \$183,061A Fixed income A A A A 134,261A A A A A 134,261A Cash A A 5,169A A A A A A 5,169A Total categorized in the fair value hierarchy A A 5,169A A A 317,322A A A - A A A 322,491A Other investments measured at NAV1 A A A A A A A A A A 26,533A Total A \$5,169A A \$317,322A A \$-A A \$349,024A A Non-U.S. Pension Plans A Level 1 A A Level 2 A A Level 3 A A Total Assets A Equities A \$31,015A A \$-A A \$-A A \$31,015A Fixed income A A 41,869A A A A A 722A A A 42,591A Insurance A A A A A A 603A A A 603A Cash A A 674A A A A A A A 674A Total categorized in the fair value hierarchy A A 73,558A A A A A 1,325A A A 74,883A Other investments measured at NAV1 A A A A A A A A A A 60,684A Total A \$73,558A A \$-A A \$1,325A A \$135,567A A Other Postretirement Benefits A Level 1 A A Level 2 A A Level 3 A A Total Assets A Insurance A \$-A A \$-A A \$171,809A A \$171,809A Cash A A 3,566A A A A A A 3,566A Total A \$-A A \$-A A \$171,809A A \$175,375A A A December 2, 2023 A U.S. Pension Plans A Level 1 A A Level 2 A A Level 3 A A Total Assets A Equities A \$-A A \$172,166A A \$-A A \$172,166A Fixed income A A A A 129,044A A A A A 129,044A Cash A A 4,054A A A A A - A A A 4,054A Total categorized in the fair value hierarchy A A 4,054A A A 301,210A A A A A 305,264A Other investments measured at NAV1 A A A A A A A A A A 14,474A Total A \$4,054A A \$301,210A A \$-A A \$319,738A A Non-U.S. Pension Plans A Level 1 A A Level 2 A A Level 3 A A Total Assets A Equities A \$29,601A A \$-A A \$-A A \$29,601A Fixed income A A 40,686A A A A A 726A A A 41,412A Cash A A 1,137A A A A A A 1,137A Total categorized in the fair value hierarchy A A 71,424A A A A A 726A A A 72,150A Other investments measured at NAV1 A A A A A A A A A A 62,472A Total A \$71,424A A \$-A A \$726A A \$134,622A A Other Postretirement Benefits A Level 1 A A Level 2 A A Level 3 A A Total Assets A Insurance A \$-A A \$-A A \$132,754A A \$132,754A Cash A A 699A A A A A A 699A Total A \$699A A \$-A A \$132,754A A \$133,453A A 1 In accordance with ASC Topic 820-10, Fair Value Measurement, certain investments that are measured at NAV (Net Asset Value per share) (or its equivalent) practical expedient have not been classified in the fair value hierarchy. The fair value amounts represented in this table are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the statement of financial position. A 79 Table of Contents A The definitions of fair values of our pension and other postretirement benefit plan assets at November 30, 2024 and December 2, 2023 by asset category are as follows: A Equitiesâ€œPrimarily publicly traded common stock for purposes of total return and to maintain equity exposure consistent with policy allocations. Investments include: (i) U.S. and non-U.S. equity securities and mutual funds valued at closing prices from national exchanges; and (ii) commingled funds valued at unit values or net asset values provided by the investment managers, which are based on the fair value of the underlying investments. Funds valued at net asset value have various investment strategies including seeking maximum total returns consistent with prudent investment management, seeking current income consistent with preservation of capital and daily liquidity and seeking to approximate the risk and return characterized by a specific index fund. There are no restrictions for redeeming holdings out of these funds and the funds have no unfunded commitments. A Fixed incomeâ€œPrimarily corporate and government debt securities for purposes of total return and managing fixed income exposure to policy allocations. Investments include (i) mutual funds valued at closing prices from national exchanges, (ii) corporate and government debt securities valued at closing prices from national exchanges, (iii) commingled funds valued at unit values or net asset value provided by the investment managers, which are based on the fair value of the underlying investments, and (iv) an annuity contract, the value of which is determined by the provider and represents the amount the plan would receive if the contract were cashed out at year-end. A Insuranceâ€œInsurance contracts for purposes of funding postretirement medical benefits. Fair values are the cash surrender values as determined by the providers which are the amounts the plans would receive if the contracts were cashed out at year end. A Cashâ€œCash balances on hand, accrued income and pending settlements of transactions for purposes of handling plan payments. Fair values are the cash balances as reported by the Trustees of the plans. A The following is a roll forward of the Level 3 investments of our pension and postretirement benefit plan assets during the years ended November 30, 2024 and December 2, 2023: A A Fixed Income A U.S. Pension Plans A 2024 A 2023 A Level 3 balance at beginning of year A \$-A \$45,251A Net transfers out of level 3 A \$-A \$ (45,072) Purchases, sales, issuances and settlements, net A A A A (179) Level 3 balance at end of year A \$-A \$-A A Fixed Income A Non-U.S. Pension Plans A 2024 A 2023 A Level 3 balance at beginning of year A \$726A A \$703A Transfers into level 3 A A 603A A A Net gains A 17A A A Currency change effect A (21) A A 23A Level 3 balance at end of year A \$1,325A A \$726A A A Insurance A Other Postretirement Benefits A 2024 A 2023 A Level 3 balance at beginning of year A \$132,754A A \$119,446A Purchases, sales, issuances and settlements, net A A (1,431) A (1,144) Net gains A A 40,486A A A 14,452A Level 3 balance at end of year A \$171,809A A \$132,754A A A 80 Table of Contents A Note 11: Income Taxes A Income before income taxes and income from equity method investments A 2024 A 2023 A 2022 A United States A \$ (46,064) A \$15,276A A \$63,718A Non-U.S. A A 228,727A A 218,884A A 188,210A Total A \$182,663A A \$234,160A A \$251,928A A Components of the provision for income tax expense (benefit) A 2024 A 2023 A 2022 A Current: A A A A A A A A U.S. federal A \$14,150A A \$18,347A A \$12,181A State A \$4,104A A 5,529A A 3,389A Non-U.S. A A 92,721A A 87,449A A 63,750A A A 110,975A A 111,325A A 79,320A Deferred: A A A A A A A A U.S. federal A (44,784) A (100) A 8,150A State A (4,442) A (4,111) A (1,767) Non-U.S. A A (5,368) A (13,585) A (8,517) A A (54,594) A (17,796) A (2,134) Total A \$56,381A A \$93,529A A \$77,186A A Reconciliation of effective income tax A 2024 A 2023 A 2022 A Tax at statutory U.S. federal income tax rate A \$38,359A A \$49,174A A \$52,760A State income taxes, net of federal benefit A (307) A 1,137A A 1,252A Foreign dividend repatriation A 1,943A A 21,730A A 2,596A Foreign operations A 13,232A A 12,558A A 1,868A Executive compensation over \$1.0 million A 1,690A A 784A A 2,847A Non-U.S. stock option expense A A 676A A 730A A 525A Change in valuation allowance A (1,800) A 725A A 3,187A Research and development tax credit A (1,460) A (1,400) A (927) Foreign-derived intangible income A (625) A (2,665) A (2,786) Global intangible low-taxed income A 1,581A A 2,345A A 1,890A Provision to return A (1,595) A 1,336A A 840A Cross currency swap A A A A A A A A 7,020A Contingency reserve A A 3,416A A 5,951A A 5,909A Excess Tax Benefit Related to Stock Options & Restricted Stock A (3,083) A (850) A (2,016) Goodwill Impairment Related to Flooring A 2,373A A A A A Other A A 1,981A A 1,974A A 2,221A Total income tax expense A \$56,381A A \$93,529A A \$77,186A A 1 Foreign dividend repatriation line includes impact of withholding tax recorded on earnings that are no longer permanently reinvested. A 81 Table of Contents A Deferred income tax balances at each year-end related to: A 2024 A 2023 A Deferred tax assets: A A A A A Pension and other post-retirement benefit plans A \$4,318A A \$5,306A Employee benefit costs A A 28,116A A 27,672A Foreign tax credit carryforward A 7,555A A 6,538A Tax loss carryforwards A A 20,059A A 25,894A Leases A A 16,203A A 12,716A Hedging activity A A 11,688A A 18,638A Interest deduction limitation A A 57,233A A 37,519A Other A A 31,026A A 33,022A Gross deferred tax assets A A 176,198A A 167,305A Less: valuation allowance A (11,696) A (15,595) Total net deferred tax assets A A 164,502A A 151,710A Deferred tax liability: A A A A A Depreciation and amortization A A (187,897) A (209,266) Pension and other post-retirement benefit plans A (58,119) A (41,444) Undistributed earnings of non-U.S. subsidiaries A A (4,933) A (21,926) Leases A A (15,948) A (12,510) Total deferred tax liability A A (266,897) A (285,146) Net deferred tax liability A \$ (102,395) A \$ (133,436) A The difference between the change in the deferred tax liability on the balance sheet and the deferred tax provision is primarily related to the defined benefit pension plan adjustment and hedges recorded in accumulated other comprehensive income (loss) offset by liabilities established in purchase accounting. A Valuation allowances primarily relate to foreign net operating loss carryforwards and branch foreign tax credit carryforwards where the future potential benefits do not meet the more-likely-than-not realization test. The decrease in the valuation allowance is primarily related to a decrease in foreign net operating losses for which the Company does not expect to receive a full tax benefit. A Deferred tax assets and liabilities are measured using the currently enacted tax rates that apply to taxable income in effect for the years in which those deferred tax assets and liabilities are expected to be realized or settled. We record a valuation allowance to reduce deferred tax assets to the amount that is believed more-likely-than-not to be realized. We believe it is more-likely-than-not that a reversal of deferred tax liabilities and forecasted incomeA will be sufficient to fully recover the net deferred tax assets not already offset by a valuation allowance. In the event that all or part of the gross deferred tax assets are determined not to be realizable in the future, an adjustment to the valuation allowance would be charged to earnings in the period such determination is made. A 82 Table of Contents A U.S. income taxes have not been provided on approximately \$1,197,517 of undistributed earnings of non-U.S. subsidiaries. We intend to indefinitely reinvest these undistributed earnings. Cash available in the United States has historically been sufficient and we expect it will continue to be sufficient to fund U.S. cash flow requirements. In the event these earnings are later distributed to the U.S., such distributions would likely result in additional U.S. tax. A While non-U.S. operations have been profitable overall, there are cumulative tax losses of \$68,380A in various countries. These tax losses can be carried forward to offset the income tax liabilities on future income in these countries. Cumulative tax losses of \$45,177 can be carried forward indefinitely, while the remaining \$23,203 of tax losses must be utilized during 2025A to 2042. A The U.S. has a branch foreign tax credit carryforward of \$4,351. A valuation allowance has been recorded against this foreign tax credit carryforward to reflect that this amount is not more-likely-than-not to be realized. A The table below sets forth the changes to our gross unrecognized tax benefit as a result of uncertain tax positions, excluding accrued interest. A We do not anticipate that the total unrecognized tax benefits will change significantly within the next twelve months. A A 2024 A 2023 A Balance at beginning of year A \$14,254A A \$17,582A Tax positions related to the current year: A A A A A Additions A A 1,027A A 723A A A A A A Tax positions related to prior years: A A A A A

On February 12, 2021, we entered into interest rate swap agreements to convert our \$300,000 Public Notes that were issued on October 20, 2020 to a variable interest rate of 1-month LIBOR plus 3.28 percent. On June 30, 2023, 1-month LIBOR ceased to exist and the IBOR Fallbacks Protocol published by the International Swaps and Derivatives Association ("ISDA") took effect as outlined in the interest rate swap agreement. As a result, the interest rate swap agreement was converted to Overnight SOFR plus 3.28 percent. We applied the practical expedients included in ASC 848, Reference Rate Reform. See Note 7 for further discussion on the issuance of our Public Notes. These interest rate swap agreements mature on October 15, 2028. The combined fair value of the interest rate swaps was a liability of \$32,775A at November 30, 2024, and was included in other liabilities in the Consolidated Balance Sheets. The swaps were designated for hedge accounting treatment as fair value hedges. We apply the short cut method and assume hedge effectiveness. Changes in the fair value of a hypothetically perfect swap with terms that match the critical terms of our \$300,000 fixed rate Public Notes are compared with the change in the fair value of the swaps. On February 14, 2017, we entered into an interest rate swap agreement to convert \$150,000 of our \$300,000 Public Notes that were issued on February 14, 2017 to a variable interest rate of 1-month LIBOR plus 1.86 percent. The swap was designated for hedge accounting treatment as a fair value hedge. We applied the hypothetical derivative method to assess hedge effectiveness for this interest rate swap. Changes in the fair value of a hypothetically perfect swap with terms that match the critical terms of our \$150,000 fixed rate Public Notes are compared with the change in the fair value of the swap. On May 1, 2020, we terminated the swap agreement. Upon termination, we received \$15,808 in cash. The remaining swap liability will be accounted for as a discount on long-term debt and will be amortized to interest expense over the remaining life of the Public Notes of seven years. Derivatives Not Designated As Hedging Instruments The Company uses foreign currency forward contracts to offset its exposure to the change in value of certain foreign currency denominated assets and liabilities held at foreign subsidiaries that are remeasured at the end of each period. Although the contracts are effective economic hedges, they are not designated as accounting hedges. Foreign currency forward contracts are recorded as assets and liabilities on the balance sheet at fair value. Changes in the value of these derivatives are recognized immediately in earnings, thereby offsetting the current earnings effect of the related foreign currency denominated assets and liabilities. See Note 13 for fair value amounts of these derivative instruments. As of November 30, 2024, we had forward foreign currency contracts maturing between December 2, 2024A and February 4, 2025. The mark-to-market effect associated with these contracts was largely offset by the underlying transaction gains and losses resulting from the foreign currency exposures for which these contracts relate. The amounts of pretax (losses) gains recognized in other (expense) income, net related to derivative instruments not designated as hedging instruments are as follows: November 30, 2024 December 2, 2023 A December 3, 2022 A Foreign currency forward contracts A (\$4,927)A \$8,497A \$5,711A Concentrations of credit risk with respect to trade accounts receivable are limited due to the large number of entities in the customer base and their dispersion across many different industries and countries. As of November 30, 2024, there were no significant concentrations of credit risk. 85 Table of Contents A Note 13: Fair Value Measurements A Overview A Estimates of fair value for financial assets and liabilities are based on the framework established in the accounting guidance for fair value measurements. The framework defines fair value, provides guidance for measuring fair value and requires certain disclosures. The framework discusses valuation techniques, such as the market approach (comparable market prices), the income approach (present value of future income or cash flow) and the cost approach (cost to replace the service capacity of an asset or replacement cost). The framework utilizes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value into three broad levels. The following is a brief description of those three levels: A Level 1: Observable inputs such as quoted prices (unadjusted) in active markets for identical assets or liabilities. A Level 2: Inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly. These include quoted prices for similar assets or liabilities in active markets and quoted prices for identical or similar assets or liabilities in markets that are not active. A Level 3: Unobservable inputs that reflect management's assumptions, and include situations where there is little, if any, market activity for the asset or liability. Balances Measured at Fair Value on a Recurring Basis A The following table presents information about our financial assets and liabilities that are measured at fair value on a recurring basis as of November 30, 2024 and December 2, 2023, and indicates the fair value hierarchy of the valuation techniques utilized to determine such fair value. A Fair Value Measurements Using: A November 30, A Description A 2024 A Level 1 A Level 2 A Level 3 A Assets: A Marketable securities A \$8,584A \$8,584A \$-A Foreign exchange contract assets A 2,147A A 2,147A A Interest rate swaps, cash flow hedge asset A 1,781A A 1,781A A Foreign exchange contract liabilities A 7,074A A 7,074A A Interest rate swaps, cash flow hedge liability A 265A A 265A A Interest rate swaps, fair value hedge liabilities A 32,775A A 32,775A A Net investment hedge liability A 51,871A A 51,871A A 86 Table of Contents A Fair Value Measurements Using: A December 2, A Description A 2023 A Level 1 A Level 2 A Level 3 A Assets: A Marketable securities A \$19,314A \$19,314A \$-A Foreign exchange contract assets A 13,501A A 13,501A A Interest rate swaps, cash flow hedge assets A 3,632A A 3,632A A Foreign exchange contract liabilities A 5,004A A 5,004A A Interest rate swaps, cash flow hedge liabilities A 63A A 63A A Interest rate swaps, fair value hedge liabilities A 41,532A A 41,532A A Net investment hedge liability A 72,589A A 72,589A A Contingent consideration liability A 1,370A A 1,370A The valuation of our contingent consideration liability related to the acquisitions of GSSI and TissueSeal was \$870 and \$500, respectively, as of December 2, 2023. Contingent consideration of \$870 related to the acquisition of GSSI was paid during 2024 following the completion of certain performance goals and conditions and contingent consideration of \$500 related to the acquisition of TissueSeal was reversed during 2024 as conditions for payment were not met. Adjustments to the fair value of contingent consideration are recorded to selling, general and administrative expenses in the Statement of Income. A See Note 2 for further discussion regarding our acquisitions. A Contingent consideration liability A 2024 A Level 3 balance at beginning of year A \$1,370A Payment of contingent consideration A (870) Reversal of contingent consideration A (500) Level 3 balance at end of year A \$-A Balances Measured at Fair Value on a Nonrecurring Basis A We measure certain assets and liabilities at fair value on a nonrecurring basis. These assets include intangible assets acquired in an acquisition. The identified intangible assets of customer relationships, technology and tradenames acquired in connection with our acquisitions were measured using unobservable (Level 3) inputs. The fair value of the intangible assets was calculated using either the income or cost approach. Significant inputs include estimated revenue growth rates, gross margins, operating expenses, attrition rate, royalty rate and discount rate. A See Note 2A for further discussion regarding our acquisitions. A See Note 7 for discussion regarding the fair value of debt. A Note 14: Commitments and Contingencies A Environmental Matters A From time to time, we become aware of compliance matters relating to, or receive notices from, federal, state or local entities regarding possible or alleged violations of environmental, health or safety laws and regulations. We review the circumstances of each individual site, considering the number of parties involved, the level of potential liability or our contribution relative to the other parties, the nature and magnitude of the hazardous substances involved, the method and extent of remediation, the estimated legal and consulting expense with respect to each site and the time period over which any costs would likely be incurred. Also, from time to time, we are identified as a potentially responsible party (PRP) under the Comprehensive Environmental Response, Compensation and Liability Act ("CERCLA") and/or similar state laws that impose liability for costs relating to the clean up of contamination resulting from past spills, disposal or other release of hazardous substances. We are also subject to similar laws in some of the countries where current and former facilities are located. Our environmental, health and safety department monitors compliance with applicable laws on a global basis. To the extent we can reasonably estimate the amount of our probable liabilities for environmental matters, we establish an undiscounted financial provision. A We recorded liabilities of \$3,445A and \$5,034A as of November 30, 2024 and December 2, 2023, respectively, for probable and reasonably estimable environmental remediation costs. A Of the amount reserved, \$1,055A and \$2,301A as of November 30, 2024 and December 2, 2023, respectively, is attributable to a facility we own in Simpsonville, South Carolina as a result of our Royal Adhesives acquisition that is a designated site under CERCLA. A 87 Table of Contents A Currently we are involved in various environmental investigations, clean up activities and administrative proceedings and lawsuits. In particular, we are currently deemed a PRP in conjunction with numerous other parties, in a number of government enforcement actions associated with landfills and/or hazardous waste sites. As a PRP, we may be required to pay a share of the costs of investigation and clean up of these sites. In addition, we are engaged in environmental remediation and monitoring efforts at a number of current and former operating facilities. While uncertainties exist with respect to the amounts and timing of the ultimate environmental liabilities, based on currently available information, we have concluded that these matters, individually or in the aggregate, will not have a material adverse effect on our results of operations, financial condition or cash flow. Other Legal Proceedings A From time to time and in the ordinary course of business, we are a party to, or a target of, lawsuits, claims, investigations and proceedings, including product liability, personal injury, contract, patent and intellectual property, environmental, health and safety, tax and employment matters. While we are unable to predict the outcome of these matters, we have concluded, based upon currently available information, that the ultimate resolution of any pending matter, individually or in the aggregate, including the asbestos litigation described in the following paragraphs, will not have a material adverse effect on our results of operations, financial condition or cash flow. A We have been named as a defendant in lawsuits in which plaintiffs have alleged injury due to products containing asbestos manufactured more than 35 years ago. The plaintiffs generally bring these lawsuits against multiple defendants and seek damages (both actual and punitive) in very large amounts. In many cases, plaintiffs are unable to demonstrate that they have suffered any compensable injuries or that the injuries suffered were the result of exposure to products manufactured by us. We are typically dismissed as a defendant in such cases without payment. If the plaintiff presents evidence indicating that compensable injury occurred as a result of exposure to our products, the case is generally settled for an amount that reflects the seriousness of the injury, the length, intensity and character of exposure to products containing asbestos, the number and solvency of other defendants in the case, and the jurisdiction in which the case has been brought. A A significant portion of the defense costs and settlements in asbestos-related litigation is paid by third parties, including indemnification pursuant to the provisions of a 1976 agreement under which we acquired a business from a third party. Currently, this third party is defending and paying settlement amounts, under a reservation of rights, in most of the asbestos cases tendered to the third party. A In addition to the indemnification arrangements with third parties, we have insurance policies that generally provide coverage for asbestos liabilities, including defense costs. Historically, insurers have paid a significant portion of our defense costs and settlements in asbestos-related litigation. However, certain of our insurers are insolvent. A We have entered into cost-sharing agreements with our insurers that provide for the allocation of defense costs and settlements and judgments in asbestos-related lawsuits. These agreements require, among other things, that we fund a share of settlements and judgments allocable to years in which the responsible insurer is insolvent. A A summary of the number of and settlement amounts for asbestos-related lawsuits and claims is as follows: A Year Ended A Year Ended A Year Ended A November 30, A December 2, A December 3, A 2024 A 2023 A 2022 A Lawsuits and claims settled A 9A A 9A A 7A Settlement amounts A \$1,208A A \$4,200A A \$296A Insurance payments received or expected to be received A \$844A A \$2,379A A \$195A A We do not believe that it would be meaningful to disclose the aggregate number of asbestos-related lawsuits filed against us because relatively few of these lawsuits are known to involve exposure to asbestos-containing products that we manufactured. Rather, we believe it is more meaningful to disclose the number of lawsuits that are settled and result in a payment to the plaintiff. To the extent we can reasonably estimate the amount of our probable liabilities for pending asbestos-related claims, we establish a financial provision and a corresponding receivable for insurance recoveries. A Based on currently available information, we have concluded that the resolution of any pending matter, including asbestos-related litigation, individually or in the aggregate, will not have a material adverse effect on our results of operations, financial condition or cash flow. A 88 Table of Contents A Note 15: Segments A We are required to report segment information in the same way that we internally organize our business for assessing performance and making decisions regarding allocation of resources. A Revenue and operating income of each of our segments are regularly reviewed by our chief operating decision maker to make decisions about resources to be allocated to the segments and assess their performance. A Segment operating income is identified as gross profit less SG&A expenses. Corporate expenses, other than those included in Corporate Unallocated, are allocated to each operating segment. Consistent with our internal management reporting, Corporate Unallocated amounts include business acquisition and integration costs, organizational restructuring charges and project costs associated with our implementation of Project One. Corporate assets are not allocated to the operating segments. Inter-segment revenues are recorded at cost plus a markup for administrative costs. A We have three reportable segments: Hygiene, Health and Consumable Adhesives, Engineering Adhesives and Construction Adhesives. A The business components within each operating segment are managed to maximize the results of the overall operating segment rather than the results of any individual business component of the operating segment. Results of individual components of each operating segment are subject to numerous allocations of segment-wide costs that may or may not have been focused on that particular component for a particular reporting period. The costs for these allocated resources are not tracked on a "where-used" basis as financial performance is assessed at the total operating segment level. A Reportable operating segment financial information for all periods presented is as follows: A 2024 A 2023 A 2022 A Net revenue A Hygiene, Health and Consumable Adhesives A \$1,546,351A A \$1,601,487A A \$1,695,934A Engineering Adhesives A 1,459,137A A 1,428,744A A 1,532,639A Construction Adhesives A 563,248A A 480,703A A 520,610A Total A \$3,568,736A A \$3,510,934A A \$3,749,183A A Segment operating income (loss) A Hygiene, Health and Consumable Adhesives A \$1,623,854A A \$1,551,846A A \$1,692,903A China A 438,512A A 430,948A A 462,587A Germany A 362,919A A 393,029A A 419,141A Countries with more than 10 percent of total A 2,325,285A A 2,375,823A A 2,574,631A All other countries with less than 10 percent of total A 1,143,451A A 1,135,111A A 1,174,552A Total A \$3,568,736A A \$3,510,934A A \$3,749,183A A Property, Plant and Equipment, net A 2024 A 2023 A 2022 A United States A \$472,084A A \$425,765A A \$375,353A China

À Á 109,665À Á 110,061À Á 101,563À Germany Á Á 98,233À Á Á 114,266À Á Á 107,903À All other countries with less than 10 percent of total
À Á 201,945À Á Á 174,563À Á Á 148,848À Total Á \$881,927À Á \$824,655À Á \$733,667À Á We view the following disaggregation of net revenue by geographic region as useful to
understanding the composition of revenue recognized during the respective reporting periods: Á Á November 30, 2024 Á Á Hygiene, Health and Consumable Á Á Engineering Á Á
Construction Á Á Corporate Á Á Á Á Á Adhesives Á Á Adhesives Á Á Adhesives Á Á Unallocated Á Á Total Á Americas Á \$882,614À Á \$617,171À Á \$413,984À Á \$-À Á \$1,913,769À
EIMEA Á Á 455,751À Á Á 451,174À Á Á 117,553À Á Á Á Á 1,024,478À Á Á 207,986À Á Á 390,792À Á Á 31,711À Á Á Á Á 630,489À
À Á \$1,546,351À Á \$1,459,137À Á \$563,248À Á \$-À Á \$3,568,736À Á Á December 2, 2023 Á Á Hygiene, Health and Consumable Á Á Engineering Á Á Construction Á Á Corporate
À Á Á Á Á Adhesives Á Á Adhesives Á Á Adhesives Á Á Unallocated Á Á Total Á Americas Á \$919,024À Á \$577,751À Á \$363,517À Á \$-À Á \$1,860,292À EIMEA
À Á 476,397À Á Á 460,327À Á Á 85,738À Á Á Á Á 1,022,462À Á Á 206,066À Á Á 390,666À Á Á 31,448À Á Á Á Á 628,180À
À Á \$1,601,487À Á \$1,428,744À Á \$480,703À Á \$-À Á \$3,510,934À Á 90 Table of Contents Á Á December 3, 2022 Á Á Hygiene, Health and Consumable Á Á Engineering Á Á
Construction Á Á Corporate Á Á Á Á Á Adhesives Á Á Adhesives Á Á Adhesives Á Á Unallocated Á Á Total Á Americas Á \$1,003,179À Á \$630,484À Á \$411,951À Á \$-
À Á \$2,045,614À EIMEA Á Á 471,299À Á Á 478,573À Á Á 78,773À Á Á Á Á 1,028,645À Á Á 221,456À Á Á 423,582À Á Á 29,886À Á Á Á Á 674,924À
À Á \$1,695,934À Á \$1,532,639À Á \$520,610À Á \$-À Á \$3,749,183À Á Á Note 16: Subsequent Events Á Acquisitions Á On December 2, 2024, we completed the acquisition of Medifill
Limited (äœMedifilläœ) for a purchase price of 49,919À Euros, or approximately \$51,252. Headquartered in Dublin, Ireland, Medifill produces medical-grade cyanoacrylate adhesives
tailored to the wound closure market.Á The acquisition establishes European production capabilities for our medical adhesives offerings. The fair value measurementÁ for this acquisition
has not been completed. The acquisition will be included in our Hygiene, Health and Consumable AdhesivesÁ operating segment. Á On January 15, 2025, we completed the acquisition of
GEMÀ S.r.l. (äœGEMÀœ) for a purchase price of 144,041À Euros, or approximately \$147,886.Á Headquartered in Viareggio,Á Italy, GEM develops, produces and sells medicalÁ adhesives
for wound closure in both surgical and topical applications.Á The acquisition establishes a European headquarters for our Medical Adhesives Technologies business and expands the
Company's medical adhesive offerings, further shifting our portfolio toward highly profitable, higher growth markets. The fair value measurementÁ for this acquisition has not been
completed. The acquisition will be included in our Hygiene, Health and Consumable AdhesivesÁ operating segment. Á Á Á Item 9. Changes in and Disagreements with Accountants on
Accounting and Financial Disclosure Á Not applicable. Á Item 9A. Controls and Procedures Á Disclosure Controls and Procedures Á As of the end of the period covered by this report,
management conducted an evaluation, under the supervision and with the participation of our President and Chief Executive Officer and Executive Vice President, Chief Financial Officer,
of our disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934 (äœExchange Actäœ)). Based on its evaluation, our
management concluded that, as of November 30, 2024, our disclosure controls and procedures were effective (1) to ensure that information required to be disclosed by us in reports that
we file or submit under the Exchange Act is recorded, processed, summarized and reported, within the time periods specified in the SECäœ's rules and forms and (2) to ensure that
information required to be disclosed by us in the reports that we file or submit under the Exchange Act is accumulated and communicated to us, including our principal executive and
principal financial officers, as appropriate to allow timely decisions regarding required disclosure. Á Management's Report on Internal Control over Financial Reporting Á Our
management is responsible for establishing and maintaining adequate internal control over financial reporting. Our internal control over financial reporting is a process designed to provide
reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with accounting principles generally
accepted in the United States. Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Therefore, even those systems
determined to be effective can provide only reasonable assurance of achieving their control objectives.Á Á 91 Table of Contents Á Our management assessed the effectiveness of our
internal control over financial reporting as of November 30, 2024. In making this assessment, we used the criteria set forth by the Committee of Sponsoring Organizations of the Treadway
Commission (COSO) in Internal Control äœ Integrated Framework (2013 Framework). Based on its assessment, management concluded that, as of November 30, 2024, the Companyäœ's
internal control over financial reporting was effective. Ernst and Young LLP, an independent registered public accounting firm, has issued an attestation report on our internal control over
financial reporting as of November 30, 2024, which is included elsewhere in this Form 10-K. Á Changes in Internal Control over Financial Reporting Á There were no changes in our
internal control over financial reporting (as defined in Rule 13a-15(f) under the Exchange Act) during our most recently completed fiscal quarter that have materially affected or are
reasonably likely to materially affect our internal control over financial reporting. Á Á Á Item 9B. Other Information Á RuleÁ 10b5-1Á PlanÁ AdoptionsÁ andÁ Modifications Á None. Á Á Á
Á Á Item 9C. Disclosure Regarding Foreign Jurisdictions that Prevent Inspections. Á None. Á PART III Á Item 10. Directors, Executive Officers and Corporate Governance Á The
information under the headings äœProposal 1 - Election of Directorsäœ, äœDelinquent Section 16(a) Reportsäœ and äœCorporate Governance - Audit Committeeäœ contained in the
Company's Proxy Statement for the Annual Meeting of Shareholders to be held on April 15, 2025Á (the äœ2025Á Proxy Statementäœ) is incorporated herein by reference. Á The
information contained at the end of Item 1. hereof under the heading äœInformation About Our Executive Officersäœ is incorporated herein by reference. Á Since the date of our
2024Á Proxy Statement, there have been no material changes to the procedures by which shareholders may recommend nominees to our Board of Directors. Á The Company has a code of
business conduct applicable to all of its directors and employees, including its principal executive officer, principal financial officer, principal accounting officer, controller and other
employees performing similar functions. A copy of the code of business conduct is available under the Investor Relations section of the Companyäœ's website at www.hbfuller.com. The
Company intends to disclose on its website information with respect to any amendment to or waiver from a provision of its code of business conduct that applies to its principal executive
officer, principal financial officer, principal accounting officer, controller and other employees performing similar functions within four business days following the date of such amendment
or waiver. Á Item 11. Executive Compensation Á The information under the headings äœExecutive Compensation,äœ äœDirector Compensationäœ and äœCEO Pay Ratio Disclosureäœ
contained in the 2025Á Proxy Statement is incorporated herein by reference. Á Item 12. Security Ownership of Certain Beneficial Owners and Management and Related Stockholder
Matters Á The information under the headings äœSecurity Ownership of Certain Beneficial Owners and Managementäœ and "Equity Compensation Plan Information" contained in the
2025Á Proxy Statement is incorporated herein by reference. Á 92 Table of Contents Á Item 13. Certain Relationships and Related Transactions and Director Independence Á The
information under the headings äœCertain Relationships and Related Transactionsäœ and äœCorporate Governance - Director Independenceäœ contained in the 2025Á Proxy Statement
is incorporated herein by reference. Á Item 14. Principal Accountant Fees and Services Á The information under the heading äœFees Paid to Independent Registered Public Accounting
Firmäœ contained in the 2025Á Proxy Statement is incorporated herein by reference. Á PART IV Á Item 15. Exhibits and Financial Statement Schedules Á (a) Documents filed as part of
this report: Á Á 1. Consolidated Financial Statements Á Á Á Á Consolidated Statements of Income for the fiscal years ended November 30, 2024, December 2, 2023, and December 3,
2022. Á Á Á Á Consolidated Statements of Comprehensive Income for the fiscal years ended November 30, 2024, December 2, 2023, and December 3, 2022. Á Á Á Á Consolidated
Balance Sheets as of November 30, 2024 and December 2, 2023. Á Á Á Á Consolidated Statements of Total Equity for the fiscal years ended November 30, 2024, December 2, 2023,
and December 3, 2022. Á Á Á Á Consolidated Statements of Cash Flows for the fiscal years ended November 30, 2024, December 2, 2023, and December 3, 2022. Á Á Á Á Notes
to Consolidated Financial Statements Á Á Á Á Report of Independent Registered Public Accounting Firm (PCAOB ID: 42) Á Á 2. Financial Statement Schedules Á Á Á Á All
financial statement schedules are omitted as the required information is inapplicable or the information is presented in the consolidated financial statements or related notes. Á 93 Table of
Contents Á Á Á 3. Exhibits Á Á Item Á IncorporationÁ by Reference Á Á Á Á 3.1 Restated Articles of Incorporation of H.B. Fuller Company, as amended Á Exhibit 3.1 to the
Quarterly Report on Form 10-Q for the quarter ended September 2, 2006. Á Á Á Á 3.2 Á By-Laws of H.B. Fuller Company Á Exhibit 3.1 to the Current Report on Form 8-K dated
December 2, 2015. Á Á Á Á 3.3 Á Statement of Cancellation, dated October 13, 2016 Á Exhibit 3.1 to the Current Report on Form 8-K dated October 12, 2016. Á Á Á Á 4.1 Á
Form of Certificate for common stock, par value \$1.00 per share Á Exhibit 4.1 to the Quarterly Report on Form 10-Q dated for the quarter ended March 4, 2023. Á Á Á Á 4.2 Á
Indenture, dated February 14, 2017, between H.B. Fuller Company and U.S. Bank National Association, as Trustee Á Exhibit 4.1 to the Current Report on Form 8-K dated February 9,
2017. Á Á Á Á 4.3 Á First Supplemental Indenture, dated February 14, 2017, between H.B. Fuller Company and U.S. Bank National Association, as Trustee, relating to the 4.0000%
Notes due 2027 Á Exhibit 4.2 to the Current Report on Form 8-K dated February 9, 2017. Á Á Á Á 4.4 Á Amendment No. 1 to First Supplemental Indenture, dated February 14, 2017,
between Á H.B. Fuller Company and U.S. Bank National Association, as Trustee, relating to the 4.0000% Notes due 2027 Á Exhibit 4.6 to the Annual Report on Form 10-K for the fiscal year
ended December 2, 2017. Á Á Á Á 4.5 Á Second Supplemental Indenture, dated October 20, 2020, between H.B. Fuller Company and U.S. Bank National Association, as Trustee,
relating to the 4.250% Notes due 2028 Á Exhibit 4.1 to the Current Report on Form 8-K dated October 20, 2020. Á Á Á Á 4.6 Á Form of Global Note representing the 4.000% Notes
due 2027 (included in Exhibit 4.3) Á Exhibit 4.2 to the Current Report on Form 8-K dated February 9, 2017. Á Á Á Á 4.7 Á Form of Global Note representing the 4.250% Notes due
2028 (included in Exhibit 4.5) Á Exhibit 4.1 to the Current Report on Form 8-K dated October 20, 2020. Á Á Á Á 4.8 Á Description of Securities Á Exhibit 4.8 to the Annual Report on
Form 10-K for the fiscal year ended November 30, 2019. Á Á Á Á 10.1 Á Second Amended and Restated Credit Agreement, dated February 15, 2023, among H.B. Fuller Company and
JPMorgan Chase Bank, N.A., as administrative agent and the various other parties named thereto Á Exhibit 10.1 to the Current Report on Form 8-K dated February 21, 2023. Á Á Á Á 10.2 Á
Amendment No. 1, dated as of August 16, 2023, to the Second Amended and Restated Credit Agreement, dated February 15, 2023, among H.B. Fuller Company and JPMorgan
Chase Bank, N.A., as administrative agent and the various other parties named thereto Á Exhibit 10.1 to the Quarterly Report on Form 10-Q for the quarter ended Á September 2, 2023. Á
Á Á Á 10.3 Á Refinancing and Incremental Amendment, dated March 4, 2024, among H.B. Fuller Company and JPMorgan Chase Bank, N.A., as administrative agent and the various
other parties named thereto Á Exhibit 10.1 to the Current Report on Form 8-K dated March 4, 2024. Á Á Á Á 10.4 Á Amended and Restated H.B. Fuller Company Year 2000 Stock
Incentive Plan Á Exhibit 10.1 to the Current Report on Form 8-K dated April 5, 2006. Á 94 Table of Contents Á 10.5 Á H.B. Fuller Company Supplemental Executive Retirement Plan II
äœ Á 2008 Á Exhibit 10.2 to the Current Report on Form 8-K dated December 19, 2007. Á Á Á Á 10.6 Á First Declaration of Amendment dated December 15, 2008 to the H.B. Fuller
Company Supplemental Executive Retirement Plan II - 2008 Á Exhibit 10.5 to the Annual Report on Form 10-K for the fiscal year ended November 29, 2008. Á Á Á Á 10.7 Á Second
Declaration of Amendment dated May 31, 2011 to the H.B. Fuller Company Supplemental Executive Retirement Plan II - 2008 Á Exhibit 10.1 to the Quarterly Report on Form 10-Q for the
quarter ended May 28, 2011. Á Á Á Á 10.8 Á Third Declaration of Amendment dated September 30, 2021 to the H.B. Fuller Company Supplemental Executive Retirement Plan II -
2008 Á Exhibit 10.9 to the Annual Report on Form 10-K for the fiscal year ended November 27, 2021. Á Á Á Á *10.9 Á H.B. Fuller Company Executive Benefit Trust dated October 25,
1993 between H.B. Fuller Company and U.S. Bank, National Association, as Trustee, as amended, relating to the H.B. Fuller Company Supplemental Executive Retirement Plan Á Exhibit
10(k) to the Annual Report on Form 10-K for the fiscal year ended November 29, 1997. Á Á Á Á *10.10 Á Amendments to H.B. Fuller Company Executive Benefit Trust, dated October
1, 1997 and March 2, 1998, between H.B. Fuller Company and First Trust National Association, as Trustee, relating to the H.B. Fuller Company Supplemental Executive Retirement Plan Á
Exhibit 10(k) to the Annual Report on Form 10-K405 for the fiscal year ended November 28, 1998. Á Á Á Á *10.11 Á Amendment to the H.B. Fuller Company Executive Benefit Trust
dated December 19, 2007 Á Exhibit 10.3 to the Current Report on Form 8-K dated December 19, 2007. Á Á Á Á *10.12 Á Amendment to the H.B. Fuller Company Executive Benefit
Trust dated March 31, 2009 Á Exhibit 10.1 to the Quarterly Report on Form 10-Q for the quarter ended May 30, 2009. Á Á Á Á *10.13 Á H.B. Fuller Company Key Employee Deferred
Compensation Plan (2021 Restatement) Á Exhibit 10.11 to the Annual Report on Form 10-K for the fiscal year ended November 27, 2021. Á Á Á Á *10.14 Á Form of Change-in-Control
Agreement between H.B. Fuller Company and each of its executive officers Á Exhibit 10.11 to the Annual Report on Form 10-K for the fiscal year ended November 29, 2008. Á Á Á Á *10.15 Á
Form of Change-in-Control Agreement between H.B. Fuller Company and each of its executive officers for agreements entered into after January 24, 2019 Á Exhibit 10.9 to the
Current Report on Form 8-K dated January 24, 2019. Á Á Á Á *10.16 Á Form of Severance Agreement between H.B. Fuller Company and each of its executive officers Á Exhibit 10.2
to the Quarterly Report on Form 10-Q for the quarter ended May 31, 2008. Á Á Á Á *10.17 Á Form of Severance Agreement between H.B. Fuller Company and each of its executive
officers hired on or after October 2023 Á Exhibit 10.16 to the Annual Report on Form 10-K for the fiscal year ended December 2, 2023. Á Á Á Á *10.18 Á Form of Non-Qualified Stock
Option Agreement under the Amended and Restated H.B. Fuller Company Year 2000 Stock Incentive Plan for awards made on or after January 24, 2013 Á Exhibit 10.1 to the Current
Report on Form 8-K dated January 24, 2013. Á Á Á Á *10.19 Á Form of Non-Qualified Stock Option Agreement under the H.B. Fuller Company 2013 Master Incentive Plan for awards
made on or after January 23, 2014 Á Exhibit 10.2 to the Current Report on Form 8-K dated January 23, 2014. Á 95 Table of Contents Á *10.20 Á Form of Non-Qualified Stock Option
Agreement under the H.B. Fuller Company 2016 Master Incentive Plan for awards made on or after April 7, 2016 Á Exhibit 10.1 to the Current Report on Form 8-K dated April 6, 2016. Á
Á Á Á *10.21 Á Form of Non-Qualified Stock Option Agreement under the H.B. Fuller Company 2016 Master Incentive Plan for awards made on or after October 20, 2017 Á Exhibit
10.2 to the Current Report on Form 8-K dated October 20, 2017. Á Á Á Á *10.22 Á Form of Non-Qualified Stock Option Agreement under the H.B. Fuller Company 2018 Master
Incentive Plan for awards made on or after April 12, 2018 Á Exhibit 10.1 to the Current Report on Form 8-K dated April 12, 2018. Á Á Á Á *10.23 Á Form of Non-Qualified Stock
Option Agreement under the H.B. Fuller Company 2018 Master Incentive Plan for awards made on or after January 24, 2019 Á Exhibit 10.1 to the Current Report on Form 8-K dated
January 24, 2019. Á Á Á Á *10.24 Á Form of Non-Qualified Stock Option Agreement under the H.B. Fuller Company 2020 Master Incentive Plan for awards made on or after April 2,
2020 Á Exhibit 10.1 to the Current Report on Form 8-K dated April 2, 2020. Á Á Á Á *10.25 Á Form of Restricted Stock Unit (CEO) Award Agreement under the H.B. Fuller Company
2020 Master Incentive Plan Á Exhibit 10.1 to the Current Report on Form 8-K dated January 27, 2021. Á Á Á Á *10.26 Á Form of Performance-Based Non-Qualified Stock Option (CEO
TSR) Award Agreement under the H.B. Fuller Company 2020 Master Incentive Plan Á Exhibit 10.2 to the Current Report on Form 8-K dated January 27, 2021. Á Á Á Á *10.27 Á Form of
Non-Qualified Stock Option Agreement under the Amended and Restated H.B. Fuller Company 2020 Master Incentive Plan for awards made on or after January 24, 2022 Á Exhibit 10.1
to the Current Report on Form 8-K dated January 24, 2022. Á Á Á Á *10.28 Á Form of Restricted Stock Unit Award Agreement under the Amended and Restated H.B. Fuller Company
2020 Master Incentive Plan for awards made on or after January 24, 2022 Á Exhibit 10.2 to the Current Report on Form 8-K dated January 24, 2022. Á Á Á Á *10.29 Á Form of
Performance Share Award AgreementÁ under the Amended and Restated H.B. Fuller Company 2020 Master Incentive Plan for awards made on or after January 24, 2022 Á Exhibit 10.3 to
the Current Report on Form 8-K dated January 24, 2022. Á Á Á Á *10.30 Á Form of Restricted Stock Unit Award Agreement for Non-Employee Directors under the Amended and
Restated H.B. Fuller Company 2020 Master Incentive Plan for awards made on or after April 7, 2022 Á Exhibit 10.1 to the Quarterly Report on Form 10-Q for the quarter ended May 28,
2022. Á Á Á Á *10.31 Á Form of Non-Qualified Stock Option Agreement under the Second Amended and Restated H.B. Fuller Company 2020 Master Incentive Plan for awards made
on or after April 6, 2023 Á Exhibit 10.2 to the Quarterly Report on Form 10-Q for the quarter ended June 3, 2023. Á Á Á Á *10.32 Á Form of Restricted Stock Unit Award Agreement
under the Second Amended and Restated H.B. Fuller Company 2020 Master Incentive Plan for awards made on or after April 6, 2023 Á Exhibit 10.3 to the Quarterly Report on Form 10-Q
for the quarter ended June 3, 2023. Á Á Á Á *10.33 Á Form of Performance Share Award Agreement under the Second Amended and Restated H.B. Fuller Company 2020 Master
Incentive Plan for awards made on or after April 6, 2023 Á Exhibit 10.4 to the Quarterly Report on Form 10-Q for the quarter ended June 3, 2023. Á Á Á Á *10.34 Á Form of Restricted

Stock Unit Award Agreement for Non-Employee Directors under the Second Amended and Restated H.B. Fuller Company 2020 Master Incentive Plan for awards made on or after April 6, 2023. A Exhibit 10.5 to the Quarterly Report on Form 10-Q for the quarter ended June 3, 2023. A *10.35 A Form of Restricted Stock Unit Award Agreement under the Second Amended and Restated H.B. Fuller Company 2020 Master Incentive Plan for awards made on or after January 22, 2024. A Exhibit 10.1 to the Quarterly Report on Form 10-Q for the quarter ended March 4, 2024. A A A A *10.36 A Form of Performance Share Award Agreement under the Second Amended and Restated H.B. Fuller Company 2020 Master Incentive Plan for awards made on or after January 22, 2024. A Exhibit 10.2 to the Quarterly Report on Form 10-Q for the quarter ended March 4, 2024. A A A A *10.37 A H.B. Fuller Company Defined Contribution Restoration Plan (As Amended and Restated Effective January 1, 2008) A Exhibit 10.4 to the Current Report on Form 8-K dated December 19, 2007. A A A A *10.38 A First Amendment of the H.B. Fuller Company Defined Contribution Restoration Plan (2008 Amendment and Restatement) A Exhibit 10.1 to the Quarterly Report on Form 10-Q for the quarter ended May 31, 2008. A A A A *10.39 A Second Amendment of the H.B. Fuller Company Defined Contribution Restoration Plan (2008 Amendment and Restatement) A Exhibit 10.1 to the Quarterly Report on Form 10-Q for the quarter ended June 1, 2019. A A A A *10.40 A Third Amendment of the H.B. Fuller Company Defined Contribution Restoration Plan (2008 Amendment and Restatement) A Exhibit 10.1 to the Quarterly Report on Form 10-Q for the quarter ended March 2, 2019. A A A A *10.41 A Fourth Amendment of the H.B. Fuller Company Defined Contribution Restoration Plan (As Amended and Restated Effective January 1, 2008) A Exhibit 10.43 to the Annual Report on Form 10-K for the fiscal year ended November 28, 2020. A A A A *10.42 A Fifth Amendment of the H.B. Fuller Company Defined Contribution Restoration Plan (As Amended and Restated Effective January 1, 2008) A Exhibit 10.40 to the Annual Report on Form 10-K for the fiscal year ended November 27, 2021. A A A A *10.43 A H.B. Fuller Company Directors' Deferred Compensation Plan (2008 Amendment and Restatement) A Exhibit 10.22 to the Annual Report on Form 10-K for the fiscal year ended November 29, 2008. A A A A *10.44 A First Amendment of H.B. Fuller Company Directors' Deferred Compensation Plan (2008 Amendment and Restatement) A Exhibit 10.23 to the Annual Report on Form 10-K for the fiscal year ended November 29, 2008. A A A A *10.45 A H.B. Fuller Company 2009 Director Stock Incentive Plan A Exhibit 10.2 to the Quarterly Report on Form 10-Q for the quarter ended May 30, 2009. A A A A *10.46 A H.B. Fuller Company Management Short-Term Incentive Plan for Executive Officers A Exhibit 10.1 to the Current Report on Form 8-K dated January 25, 2024. A A A A *10.47 A H.B. Fuller Company 2013 Master Incentive Plan A Annex B to the H.B. Fuller Company Proxy Statement on Schedule 14A filed with the Securities and Exchange Commission on February 27, 2013. A A A A *10.48 A H.B. Fuller Company 2016 Master Incentive Plan A Annex B to the H.B. Fuller Company Proxy Statement on Schedule 14A filed with the Securities and Exchange Commission on February 24, 2016. A 97 Table of Contents A *10.49 A H.B. Fuller Company 2018 Master Incentive Plan A Annex B to the H.B. Fuller Company Proxy Statement on Schedule 14A filed with the Securities and Exchange Commission on February 28, 2018. A A A A *10.50 A Amended and Restated H.B. Fuller Company 2020 Master Incentive Plan A Annex B to the H.B. Fuller Company Proxy Statement on Schedule 14A filed with the Securities and Exchange Commission on February 24, 2021. A A A A *10.51 A Second Amended and Restated H.B. Fuller Company 2020 Master Incentive Plan A Annex B to the H.B. Fuller Company Proxy Statement on Schedule 14A filed with the Securities and Exchange Commission on February 22, 2023. A A A A 19.1 Insider Trading Policy A Filed Herewith. A A A A 21 A List of Subsidiaries A A A A 23.1 Consent of Ernst & Young LLP A A A A 24 A Power of Attorney A A A A 31.1 302 Certification A Celeste B. Mastin A A A A 31.2 302 Certification A John J. Corkrean A A A A 32.1 906 Certification A Celeste B. Mastin A A A A 32.2 906 Certification A John J. Corkrean A A A A 97.1 Executive and Key Manager Compensation Recovery Policy A Exhibit 97.1 to the Annual Report on Form 10-K for the fiscal year ended December 2, 2023. A A A A 101 A The following materials from the H.B. Fuller Company Annual Report on Form 10-K for the fiscal year ended November 30, 2024 formatted in Inline Extensible Business Reporting Language (Inline XBRL): (i) the Consolidated Statements of Income, (ii) the Consolidated Statements of Comprehensive Income, (iii) the Consolidated Balance Sheets, (iv) the Consolidated Statements of Total Equity, (v) the Consolidated Statements of Cash Flows and (vi) the Notes to Consolidated Financial Statements. A A A A 104 A Cover Page Interactive Data File (formatted in Inline XBRL and contained in Exhibit 101) A A A A * Asterisked items are management contracts or compensatory plans or arrangements required to be filed. A (b) See Exhibit Index and Exhibits attached to this Form 10-K. A Item 16. Form 10-K Summary None A 98 Table of Contents A SIGNATURES A Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized. A H.B. FULLER COMPANY A A By: /s/ Celeste B. Mastin A Dated: January 23, 2025 A CELESTE B. MASTIN A President and Chief Executive Officer A Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the registrant and in the capacities and on the dates indicated: A Signature A Title A /s/ Celeste B. Mastin A President and Chief Executive Officer and Director A CELESTE B. MASTIN A (Principal Executive Officer) A /s/ John J. Corkrean A Executive Vice President, Chief Financial Officer A JOHN J. CORKREAN A (Principal Financial Officer) A /s/ Robert J. Martesching A Vice President, Controller A ROBERT J. MARTESCHING A (Principal Accounting Officer) A DANIEL L. FLORNESS A * Director A THOMAS W. HANDLEY A * Director A MICHAEL J. HAPPE A * Director A RUTH S. KIMMELSHUEA A * Director A CHARLES T. LAUBERA A * Director A TERESA J. RASMUSSEN A * Director A SRILATA A. ZAHAREU A * By: /s/ Gregory O. Ogunsanya A GREGORY O. OGUNSANYA, Attorney in Fact A A Dated: January 23, 2025 A 99 EX-19.1 2 ex 765875.htm EXHIBIT 19.1 ex 765875.htm Exhibit 19.1 A Core Policy A SUBJECT Trading in Company Securities A POLICY A Insider Trading. Federal and state securities laws prohibit individuals from trading in the securities of a company while they are in possession of material information about that company that is not generally known or available to the public. Such trading is often referred to as "insider trading." The purpose of this Trading in Company Securities Policy is to prevent insider trading and to protect the reputation for integrity and ethical conduct of H.B. Fuller Company. All employees are prohibited from purchasing or selling Company stock, directly or indirectly, or telling, tipping or encouraging others to purchase or sell Company stock, while in possession of material nonpublic information. Material information is generally considered information that a reasonable investor would consider important in making a decision as to whether or not to buy, hold or sell a security. This same prohibition applies to the stock of other companies. If you obtain material nonpublic information about suppliers, customers, competitors or others through your work at the Company, you are prohibited from purchasing or selling stock in such companies until the information becomes public. You also are prohibited from communicating material nonpublic information to any person who does not need that information for a legitimate business purpose, or recommending to anyone the purchase or sale of securities when you are aware of material nonpublic information about the company involved. This practice, known as "tipping," also violates the securities laws and can result in the same civil and criminal penalties that apply to insider trading. It is important to avoid speculation on the Company's stock and other practices that may appear to be based on material nonpublic information. Purchases of Company stock should be made as long-term investments. You should not engage in short selling of the Company's stock, which would reward you for downward changes in price, because, in hindsight, such sales are likely to appear to have resulted from the possession of material, nonpublic information. You should not purchase financial instruments, including prepaid variable forward contracts, equity swaps, "costless collars" and other transactions that are designed to hedge or offset any decrease in the market value of the Company's stock. You also should not engage in other speculative trading of the Company's stock, including writing or trading in options, warrants, puts or calls on the Company's stock. In addition, you should avoid frequent trading in Company stock because frequent trading also may give the appearance, in hindsight, that such sales were based on material, nonpublic information. You also should not purchase the Company's stock on margin because this is inconsistent with long-term stock ownership. A Transactions that may be necessary or justifiable for independent reasons (such as the need to raise money for an unexpected reason), but are otherwise prohibited by this Policy, are no exception. The securities laws do not recognize such mitigating circumstances and, in any event, even the appearance of an improper transaction must be avoided to preserve our reputation for adhering to the highest standards of conduct. A Trading Windows and Additional Restrictions. Executive officers, members of the Board of Directors and employees designated by the General Counsel as having regular access to highly sensitive information (collectively, "Corporate Insiders"), are subject to the Company's trading window restrictions and should consult with the General Counsel prior to any transaction in Company stock by themselves or anyone in their immediate family. Other restrictions relating to Company securities may also apply to Corporate Insiders. Any such additional restrictions and responsibilities will be communicated to Corporate Insiders by the General Counsel. A Questions concerning the propriety of any action involving nonpublic information of the Company or concerning an interpretation of your responsibilities with respect to trading issues should be directed to the General Counsel. An employee must not attempt to resolve these questions on his or her own. A Transactions Under Company Plans A Stock Option Exercises. The trading restrictions under this policy apply to any sale of stock as part of a broker-assisted cashless exercise of an option, or any market sale for the purpose of generating the cash needed to pay the exercise price of an option. However, the restrictions do not apply to the simple exercise of an employee stock option if the stock received from the option exercise is not sold. A 401(k) Plans. The trading restrictions under this policy do not apply to purchases of Company stock in the 401(k) plan resulting from your periodic contribution of money to the plan pursuant to your payroll deduction election. However, the policy restrictions do apply to certain elections you may make under the 401(k) plan, including (a) an election to increase or decrease the percentage of your periodic contributions that will be allocated to the Company stock fund, (b) an election to make an intra-plan transfer of an existing account balance into or out of the Company stock fund, (c) an election to borrow money against your 401(k) plan account if the loan will result in a liquidation of some or all of your Company stock fund balance, and (d) your election to pre-pay a plan loan if the pre-payment will result in allocation of loan proceeds to the Company stock fund. A You should remember that you bear the ultimate responsibility for adhering to this policy and avoiding improper trading. A violation of a law or this core policy may result in Company discipline, up to and including termination of your employment. Supervisory personnel who fail to take appropriate steps to prevent illegal trading may be penalized personally. In addition to these sanctions, the consequences of illegal insider trading and tipping include criminal prosecution, including prison terms and fines and/or civil penalties. A SCOPE A All directors, executive officers and employees of H.B. Fuller Company ("Company") and all of its subsidiaries, including joint ventures where H.B. Fuller Company, or one of its subsidiaries, maintains control. A INTERPRETATIONS AND ILLUSTRATIONS A Definitions: A Material information: is any information that might be considered important by an investor in determining whether or not to trade in the Company's stock or that could affect the market price. Examples of information that may be deemed "material" include financial information about the Company in general or about a strategic business unit of the Company, an important product development, a potential acquisition or merger, earnings projections or plans for the entry into a new line of business, loss of key management, or an external development which could have a significant effect on the Company or its operations. A A Nonpublic information: is any information that has not been generally disclosed to the marketplace. Because our shareholders and the investing public should be afforded a reasonable amount of time to receive the information and act upon it, as a general rule you should not engage in any transaction until the second business day after the information has been released. A Fair Disclosure: Because the Company is required by law to avoid the selective disclosure of material nonpublic information, the Company has established procedures for the release of information. See Confidential Information Core Policy and Corporate Disclosure Policy. Employees must conduct themselves in a manner that prevents accidental disclosure of nonpublic information. If material nonpublic information has been disclosed accidentally, immediately contact the General Counsel. A REFERENCES A Code of Business Conduct Confidential Information Core Policy Corporate Disclosure Policy Conflicts of Interest Core Policy A Effective Date: August 2023 A 3 A ADDENDUM TO H.B. FULLER COMPANY A TRADING IN COMPANY SECURITIES POLICY A Additional Requirements and Responsibilities for Corporate Insiders A A Purpose. This Addendum supplements the H.B. Fuller Company Trading in Company Securities Policy and applies to H.B. Fuller Company (together with its direct and indirect subsidiaries, the "Company") directors and executive officers as well as to other officers and key employees designated by the General Counsel. These people are subject to both the general requirements of the Trading in Company Securities Policy as well as to additional procedures and requirements described below to help prevent inadvertent violations of federal securities laws, to avoid even the appearance of impermissible insider trading, and to facilitate their compliance with certain legal requirements not applicable to Company employees generally. A B.A Persons Covered. A 1. Directors and Section 16 Officers. All provisions of this Addendum apply to the directors and officers of the Company subject to Section 16 of the Securities Exchange Act (referred to herein as "Section 16 Officers"). A 2. Other Officers and Key Employees. Designated provisions of this Addendum apply to the other designated officers and key employees of the Company. These other officers and key employees, whose duties cause them to regularly have access to material nonpublic information about the Company, will be notified by the General Counsel that they are subject to this Addendum. A 3. Related Parties. If you are covered by paragraph B.1 or B.2, then this Addendum also applies to the same extent to other individuals living in your household, including your immediate family members, and to any other person or entity, including a trust, corporation, partnership or other association, whose transactions in Company securities are directed by you or are subject to your influence or control. A The individuals and entities described in paragraphs B(1), B(2) and B(3) above are collectively referred to as "Corporate Insiders." A Trading Window for all Corporate Insiders A If you are a Corporate Insider, you may only purchase, sell or otherwise trade Company securities during the period beginning on the second business day following the public release of the Company's financial results for a fiscal quarter and ending two weeks before the end of each fiscal quarter. If a Corporate Insider wishes to trade outside of a trading window period, the person may do so only if he or she is not then aware of any material nonpublic information and has obtained the advance approval of the General Counsel. In addition, before directors and Section 16 Officers may trade inside or outside of any trading window period, they must comply with the notification and pre-clearance procedures described below. A Required Preclearance of Trades A 1. Notices of Intended Transaction and Requests for Approval. If you are a director or Section 16 Officer, you may not engage in any transaction

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ful_DeferredTaxAssetsInterestDeductionLimitation Interest deduction limitation The amount of deferred tax assets for interest deduction limitation. Accounts Payable, Current us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsOutstandingNumber Outstanding Options (in shares) Outstanding Options (in shares) us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsForfeituresAndExpirationsInPeriod Forfeited or cancelled (in shares) Miscellaneous services us-gaap_PolicyTextBlockAbstract Accounting Policies Facility in Simpsonville, South Carolina [Member] Represents information about a facility located in Simpsonville, South Carolina. us-gaap_LossContingencyClaimsSettledNumber Lawsuits and claims settled Term Loan B First Tranche [Member] Represents information about Term Loan B first tranche. us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardNumberOfSharesAvailableForGrant Share-Based Compensation Arrangement by Share-Based Payment Award,
Number of Shares Available for Grant (in shares) us-gaap_LossContingencyReceivable Insurance payments received or expected to be received us-gaap_SharebasedCompensationArrangementBySharebasedPaymentAwardExpirationPeriod Share-based Compensation Arrangement by Share-based Payment Award, Expiration Period
(Year) Additional Financial Information Disclosure [Text Block] us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardAwardVestingPeriod1 Share-based
Compensation Arrangement by Share-based Payment Award, Award Vesting Period (Year) us-gaap_SharebasedCompensationArrangementBySharebasedPaymentAwardAwardVestingRightsPercentage Share-based Compensation Arrangement by Share-based Payment Award, Award
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More Than 10 Percent of Total [Member] Represents all the countries that are more than 10 percent of the total. us-gaap_Assets Assets Total assets Plan Name [Axis] Plan Name [Domain]
us-gaap_DisposalGroupIncludingDiscontinuedOperationPropertyPlantAndEquipment Property, plant and equipment, net us-gaap_EmployeeServiceShareBasedCompensationNonvestedAwardsTotalCompensationCostNotYetRecognized Share-Based Payment Arrangement, Nonvested Award, Cost Not yet
Recognized, Amount us-gaap_EmployeeServiceShareBasedCompensationNonvestedAwardsTotalCompensationCostNotYetRecognizedPeriodForRecognition1 Share-Based Payment
Arrangement, Nonvested Award, Cost Not yet Recognized, Period for Recognition (Year) us-gaap_DisposalGroupIncludingDiscontinuedOperationIntangibleAssets Other intangibles, net us-gaap_DisposalGroupIncludingDiscontinuedOperationInventory1 Inventories us-gaap_EmployeeServiceShareBasedCompensationTaxBenefitFromExerciseOfStockOptions Share-Based
Payment Arrangement, Exercise of Option, Tax Benefit Mergers, Acquisitions and Dispositions Disclosures [Text Block] us-gaap_DisposalGroupIncludingDiscontinuedOperationAccountsNotesAndLoansReceivableNet Trade receivables, net us-gaap_DeferredIncomeTaxAssetsNet Long-term deferred income taxes
Share-Based Payment Arrangement [Text Block] Excess Tax Benefit Related to Stock Options & Restricted Stock amount of the difference between reported income tax expense (benefit)
and expected income tax expense (benefit) computed by applying the domestic federal statutory income tax rates to pretax income (loss) from continuing operations attributable to excess
tax benefit related to stock options and restricted stock. Goodwill Impairment Related to Flooring Amount of the difference between reported income tax expense (benefit) and expected
income tax expense (benefit) computed by applying the domestic federal statutory income tax rates to pretax income (loss) from continuing operations attributable to goodwill impairment.
Award Type [Domain] Business Description and Accounting Policies [Text Block] North America Flooring [Member] In relation to the North America Flooring business
ful_FinalitedIntangibleAssetsImpairment Impairment In relation to the impairment of finite-lived intangible assets. Award Type [Axis] us-gaap_OtherComprehensiveIncomeLossNetOfTaxPortionAttributableToNoncontrollingInterest Other comprehensive income (loss), non-controlling interests net us-gaap_FiniteLivedIntangibleAssetsAccumulatedAmortization Accumulated amortization us-gaap_FiniteLivedIntangibleAssetsNet Net identifiable intangibles Other intangibles, net Original
cost us-gaap_NetIncomeLossAttributableToNoncontrollingInterest Net income attributable to non-controlling interest Net income including non-controlling interests, non-controlling
interests net Less: Comprehensive income attributable to non-controlling interest Comprehensive income (loss), non-controlling interests net Commitments and Contingencies Disclosure
[Text Block] us-gaap_AccumulatedDepreciationDepletionAndAmortizationPropertyPlantAndEquipment Accumulated depreciation Property, Plant and Equipment, Net Net property, plant
and equipment Property, plant and equipment, net Goodwill Goodwill Balance at beginning of year Balance at end of year Schedule of Loss Contingencies by Contingency [Table Text Block]
us-gaap_PropertyPlantAndEquipmentGross Total, at cost us-gaap_MachineryAndEquipmentGross Machinery and equipment us-gaap_ConstructionInProgressGross Construction in progress
us-gaap_Land Land us-gaap_BuildingsAndImprovementsGross Buildings and improvements Net income including non-controlling interest Net income including non-controlling interest
Other Contract [Member] us-gaap_ComprehensiveIncomeNetOfTaxIncludingPortionAttributableToNoncontrollingInterest Comprehensive income (loss) Comprehensive loss us-gaap_LifeInsuranceCorporateOrBankOwnedAmount Investments in company owned life insurance Cross Currency Interest Rate Contract [Member] Derivative Instrument [Axis] us-gaap_EquitySecuritiesWithoutReadilyDeterminableFairValueImpairmentLossAnnualAmount Equity Securities without Readily Determinable Fair Value, Impairment Loss, Annual Amount
Derivative Contract [Domain] Tax Period 2025 to 2042 [Member] Represents tax periods between 2025 and 2042. us-gaap_EquitySecuritiesWithoutReadilyDeterminableFairValueAmount
Equity Securities without Readily Determinable Fair Value, Amount ful_GainLossOnForeignCurrencyRemeasurement Foreign currency remeasurement In relation to the cash
inflow(outflow) related to foreign currency remeasurement. Supplier Finance Program, Policy [Policy Text Block] Disclosure of accounting policy for the Supplier Finance Program. Income
from equity method investments Income (Loss) from Continuing Operations, Net of Tax, Including Portion Attributable to Noncontrolling Interest us-gaap_EquityMethodInvestments Equity
method investments us-gaap_NetPeriodicDefinedBenefitsExpenseReversalOfExpenseExcludingServiceCostComponent Net periodic pension benefit us-gaap_IncomeLossFromContinuingOperationsBeforeIncomeTaxesMinorityInterestAndIncomeLossFromEquityMethodInvestments Income from continuing operations before income taxes
and income from equity method investments us-gaap_IncomeTaxExpenseBenefit Total income tax expense Income tax expense Short-Term Debt, Type [Axis] Short-Term Debt, Type
[Domain] Foreign currency forward contracts us-gaap_DefinedContributionPlanCostRecognized Defined Contribution Plan, Cost us-gaap_DefinedContributionPlanEmployerDiscretionaryContributionAmount Defined Contribution Plan, Employer Discretionary Contribution Amount us-gaap_DefinedContributionPlanMaximumAnnualContributionsPerEmployeePercent Defined Contribution Plan, Maximum Annual Contributions Per Employee, Percent us-gaap_DefinedContributionPlanEmployerMatchingContributionPercent Defined Contribution Plan, Employer Matching Contribution, Percent of Employees' Gross Pay Cash and cash
equivalents us-gaap_DefinedBenefitPlanFairValueOfPlanAssets Defined Benefit Plan, Plan Assets, Amount, Ending Balance Level 3 balance Level 3 balance us-gaap_DefinedBenefitPlanFundedStatusOfPlan Plan assets in excess of (less than) benefit obligation as of year end us-gaap_DefinedBenefitPlanBenefitObligation Benefit obligation at
beginning of year Benefit obligation at end of year The 8-year Public Notes [Member] Information related to the 8-year Public Notes.
ful_DebtInstrumentMandatoryPrepaymentsOfExcessCashflowWhenSecuredLeverageRatiosBelow375Percentage Debt Instrument, Mandatory Prepayments of Excess Cashflow When
Secured Leverage Ratio Is Below 3.75, Percentage Percentage of excess cashflow, when secured leverage ratio is below 3.75, that is required to be paid in the 1st quarter of each year as a
mandatory prepayment. Medifill Limited [Member] In relation to Medifill Limited us-gaap_DefinedBenefitPlanExpectedFutureBenefitPaymentsFiveFiscalYearsThereafter 2029- 2034
ful_DebtInstrumentMandatoryPrepaymentsOfExcessCashflowWhenSecuredLeverageRatiosBelow425Percentage Debt Instrument, Mandatory Prepayments of Excess Cashflow When
Secured Leverage Ratio Is Below 4.25, Percentage Percentage of excess cashflow, when secured leverage ratio is below 4.25, that is required to be paid in the 1st quarter of each year as a
mandatory prepayment. us-gaap_DefinedBenefitPlanContributionsByEmployer Employer contributions us-gaap_DefinedBenefitPlanExpectedFutureEmployerContributionsNextFiscalYear
2025 ful_DebtInstrumentCovenantSecuredLeverageRatioForFiscalQuartersEndingAfterJune12024 Debt Instrument, Covenant, Secured Leverage Ratio for Fiscal Quarters Ending After
June 1, 2024 Represents the secured leverage ratio for fiscal quarters ending after June 1, 2024 for compliance on covenant. us-gaap_DefinedBenefitPlanExpectedFutureBenefitPaymentsYearTwo 2026 ful_DebtInstrumentCovenantSecuredLeverageRatioForFiscalQuartersEndingOnOrPriorToJune12024 Debt
Instrument, Covenant, Secured Leverage Ratio for Fiscal Quarters Ending on or Prior to June 1, 2024 Represents the secured leverage ratio for fiscal quarters ending on or prior to June 1,
2024 for compliance on covenant. us-gaap_DefinedBenefitPlanExpectedFutureBenefitPaymentsYearThree 2027 ful_DebtInstrumentMandatoryPrepaymentsOfExcessCashflowPercentage
Debt Instrument, Mandatory Prepayments of Excess Cashflow, Percentage Percentage of excess cashflow that is required to be paid in the 1st quarter of each year as a mandatory
prepayment. us-gaap_DefinedBenefitPlanExpectedFutureBenefitPaymentsYearFour 2028 The 10-year Public Notes [Member] Information related to the 10-year Public Notes.
ful_DebtInstrumentCovenantInterestCoverageRatio Debt Instrument, Covenant, Interest Coverage Ratio Represents the interest coverage ratio for covenant. Amendment Flag City Area
Code us-gaap_DefinedBenefitPlanExpectedFutureBenefitPaymentsNextTwelveMonths 2025 Use of Estimates, Policy [Policy Text Block] Second Amended and Restated Credit Agreement
[Member] Represents Second Amended and Restated Credit Agreement. New Accounting Pronouncements, Policy [Policy Text Block] Health care cost trend rate assumed for next year
Rate to which the cost trend rate is assumed to decline (the ultimate trend rate) Interest rate swaps, fair value hedge liabilities us-gaap_InterestRateFairValueHedgeLiabilityAtFairValue
Interest Rate Fair Value Hedge Liability at Fair Value Fiscal year that the rate reaches the ultimate trend rate Weighted-average expected dividend Weighted-average dividend rate for
award under share-based payment arrangement. Expected return on plan assets us-gaap_DefinedBenefitPlanAssumptionsUsedCalculatingNetPeriodicBenefitCostExpectedLongTermReturnOnAssets Defined Benefit Plan, Assumptions Used Calculating Net Periodic Benefit
Cost, Expected Long-Term Rate of Return on Plan Assets Rate of compensation increase us-gaap_DefinedBenefitPlanAssumptionsUsedCalculatingNetPeriodicBenefitCostRateOfCompensationIncrease Rate of compensation increase us-gaap_DefinedBenefitPlanAssumptionsUsedCalculatingBenefitObligationRateOfCompensationIncrease Current Fiscal Year End Date Expense incurred Amount of expenses associated with
exit or disposal activities pursuant to an authorized plan, net of tax. Excludes expenses related to a discontinued operation or an asset retirement obligation. Discount rate us-gaap_DefinedBenefitPlanAssumptionsUsedCalculatingNetPeriodicBenefitCostDiscountRate us-gaap_InterestRateCashFlowHedgeAssetAtFairValue Interest Rate Cash Flow Hedge Asset at
Fair Value Interest rate swaps, cash flow hedge liability us-gaap_InterestRateCashFlowHedgeLiabilityAtFairValue Interest Rate Cash Flow Hedge Liability at Fair Value Discount rate us-gaap_DefinedBenefitPlanAssumptionsUsedCalculatingBenefitObligationDiscountRate Defined Benefit Plan, Assumptions Used Calculating Benefit Obligation, Discount Rate us-gaap_DefinedBenefitPlanAccumulatedBenefitObligation Defined Benefit Plan, Accumulated Benefit Obligation Document Fiscal Period Focus Document Fiscal Year Focus Consolidation,

Policy [Policy Text Block] us-gaap_DefinedBenefitPlanAccumulatedOtherComprehensiveIncomeNetPriorServiceCostCreditBeforeTax Unrecognized prior service cost Document Period End Date us-gaap_DefinedBenefitPlanAccumulatedOtherComprehensiveIncomeNetGainsLossesBeforeTax Unrecognized actuarial loss (gain) us-gaap_DefinedBenefitPlanAccumulatedOtherComprehensiveIncomeBeforeTax Ending balance Entity File Number Acquisitions Entity Emerging Growth Company Lemtapes [Member] Represents Lemtapes. Debt issuance cost write-off Deferred Debt Issuance Cost, Writeoff us-gaap_DefinedBenefitPlanAmountsRecognizedInBalanceSheet Ending balance Document Type ful_PaymentsToAcquireBusinessesHoldbackAmount Payments to Acquire Businesses, Holdback Amount The cash outflow associated with the holdback amount of the acquisition of business during the period. The cash portion only of the acquisition price. Entity Small Business us-gaap_NumberOfCountriesInWhichEntityOperates Number of Countries in which Entity Operates us-gaap_DefinedBenefitPlanActualReturnOnPlanAssets Actual return on plan assets Entity Shell Company Aspen Research Corporation [Member] Represents Aspen research corporation. us-gaap_DefinedBenefitPlanPlanAssetsContributionsByPlanParticipant Participant contributions us-gaap_DefinedBenefitPlanPlanAssetsBenefitsPaid Benefits paid Contingency reserve Amount of the difference between reported income tax expense (benefit) and expected income tax expense (benefit) computed by applying the domestic federal statutory income tax rates to pretax income (loss) from continuing operations attributable to contingency reserve. us-gaap_DefinedBenefitPlanRecognizedNetGainLossDueToSettlements1 Settlement charge Document Information [Line Items] Provision to return Amount of the difference between reported income tax expense (benefit) and expected income tax expense (benefit) computed by applying the domestic federal statutory income tax rates to pretax income (loss) from continuing operations attributable to provision to return. Document Information [Table] us-gaap_DefinedBenefitPlanSettlementsPlanAssets Settlement payments us-gaap_DisposalGroupNotDiscontinuedOperationLossGainOnWriteDown Disposal Group, Not Discontinued Operation, Loss (Gain) on Write-down Currency change effect Foreign currency translation effect Pension and other post-retirement benefit plans Amount before allocation of valuation allowances of deferred tax asset attributable to deductible temporary differences from pensions and other post-retirement benefit plans. Entity Public Float us-gaap_DefinedBenefitPlanBenefitObligationBenefitsPaid Benefits paid Entity Filer Category Entity Current Reporting Status Restructuring Charges Entity Voluntary Filers Transfers into level 3 us-gaap_DefinedBenefitPlanAssetsTransferredToFromPlan Entity Well-known Seasoned Issuer us-gaap_DefinedBenefitPlanBenefitObligationContributionsByPlanParticipant Participant contributions us-gaap_DefinedBenefitPlanPlanAmendments Plan amendments us-gaap_DefinedBenefitPlanActuarialGainLoss Actuarial gain1 us-gaap_DefinedBenefitPlanBusinessCombinationsAndAcquisitionsBenefitObligation Acquisitions us-gaap_DefinedBenefitPlanForeignCurrencyExchangeRateChangesBenefitObligation Foreign currency translation effect Leases Amount before allocation of valuation allowances of deferred tax asset attributable to deductible temporary differences from leases. us-gaap_DefinedBenefitPlanSettlementsBenefitObligation Settlement payments us-gaap_GoodwillImpairmentLoss Goodwill, Impairment Loss Impairment us-gaap_ConcentrationRiskPercentage1 Concentration Risk, Percentage Statement of Comprehensive Income [Abstract] Entity Tax Identification Number Loss on impairment of assets held for sale Loss on impairment of assets held for sale Entity Central Index Key Entity Registrant Name Product Concentration Risk [Member] Notes Payable [Member] Information related to notes payable. Entity [Domain] Legal Entity [Axis] Entity Address, Address Line One us-gaap_AmortizationOfIntangibleAssets Amortization of Intangible Assets ecd_NonRule10b51ArrTrmndFlag Non-Rule 10b5-1 Arrangement Terminated [Flag] Entity Address, City or Town ecd_Rule10b51ArrTrmndFlag Rule 10b5-1 Arrangement Terminated [Flag] ecd_Rule10b51ArrAdoptedFlag Rule 10b5-1 Arrangement Adopted [Flag] Entity Address, Postal Zip Code Entity Address, State or Province Concentration Risk Type [Axis] ecd_NonRule10b51ArrAdoptedFlag Non-Rule 10b5-1 Arrangement Adopted [Flag] Concentration Risk Type [Domain] Material Terms of Trading Arrangement [Text Block] us-gaap_AllowanceForDoubtfulAccountsReceivable Balance Balance Entity Common Stock, Shares Outstanding Revenue Benchmark [Member] us-gaap_CashSurrenderValueOfLifeInsurance Cash Surrender Value of Life Insurance Fair value of plan assets Trading Symbol Concentration Risk Benchmark [Axis] Concentration Risk Benchmark [Domain] Projected benefit obligation Accumulated benefit obligation us-gaap_DefinedBenefitPlanPensionPlansWithAccumulatedBenefitObligationsInExcessOfPlanAssetsAggregateAccumulatedBenefitObligation Fair value of plan assets us-gaap_DefinedBenefitPlanPensionPlansWithAccumulatedBenefitObligationsInExcessOfPlanAssetsAggregateFairValueOfPlanAssets Local Phone Number Gain (loss) on disposal of assets us-gaap_TableTextBlock Notes Tables us-gaap_GainLossOnDispositionOfAssets1 (Gain) loss on disposal of assets us-gaap_HedgedLiabilityDiscontinuedFairValueHedgeCumulativeIncreaseDecrease Hedged Liability, Discontinued Fair Value Hedge, Cumulative Increase (Decrease) Defined Benefit Plan, Target Plan Asset Allocation Defined Benefit Plan, Plan Assets, Target Allocation, Percentage ful_AssetsAndLiabilitiesHeldForSale Total The total amount of assets and liabilities held for sale in the acquisition and divestiture. Selling, General and Administrative Expense Selling, general and administrative expenses us-gaap_ProvisionForDoubtfulAccounts Charged to expenses and other adjustments Purchases, sales, issuances and settlements, net Net transfers out of level 3 us-gaap_ResearchAndDevelopmentExpense Research and development expenses (included in SG&A expenses) Fixed Income Funds [Member] us-gaap_DisposalGroupIncludingDiscontinuedOperationOtherNoncurrentAssets Other assets Derivative Instruments, Gain (Loss) [Table Text Block] us-gaap_InterestExpenseDebt Interest expense Defined Benefit Plan, Equity Securities [Member] us-gaap_DisclosureTextBlockAbstract Notes to Financial Statements Derivative Instruments and Hedging Activities Disclosure [Text Block] Defined Benefit Plan, Plan Assets, Category [Axis] Subsequent Event [Member] us-gaap_DefinedBenefitPlanAssetsForPlanBenefitsNoncurrent Prepaid postretirement costs Defined Benefit Plan, Plan Assets, Category [Domain] Subsequent Event Type [Axis] Subsequent Event Type [Domain] Retirement Benefits [Text Block] Subsequent Events [Text Block] Term Loan B [Member] Information pertaining to Term Loan B. us-gaap_FiniteLivedIntangibleAssetsAmortizationExpenseAfterYearFive Thereafter Fire and Freezing Weather Claims [Member] Relating to fire and freezing weather claims. us-gaap_FiniteLivedIntangibleAssetsAmortizationExpenseYearTwo 2026 us-gaap_FiniteLivedIntangibleAssetsAmortizationExpenseYearThree 2027 Term Loan A [Member] Information pertaining to Term Loan A. GEM [Member] Relating to GEM. us-gaap_FiniteLivedIntangibleAssetsAmortizationExpenseYearFour 2028 Business Interruption Insurance [Policy Text Block] Disclosure of the company's policy regarding business interruption insurance. us-gaap_FiniteLivedIntangibleAssetsAmortizationExpenseYearFive 2029 Schedule of Finite-Lived Intangible Assets, Future Amortization Expense [Table Text Block] Weighted-average common shares outstanding: The number of weighted average shares outstanding, basic and diluted. us-gaap_FiniteLivedIntangibleAssetsAmortizationExpenseNextTwelveMonths 2025 Schedule of Acquired Finite-Lived Intangible Assets by Major Class [Table Text Block] Deferred compensation paid (in shares) Equity-Based Arrangements, Individual Contracts, Type of Deferred Compensation [Domain] Dividends paid with company stock The amount of dividends paid with company stock. Foreign Currency Transactions and Translations Policy [Policy Text Block] Other Assets, Noncurrent Total other assets Other assets Business Combinations Policy [Policy Text Block] Weighted-average useful lives (in years) (Year) Finite-Lived Intangible Asset, Useful Life (Year) Equity-Based Arrangements, Individual Contracts, Type of Deferred Compensation [Axis] Earnings Per Share, Policy [Policy Text Block] Schedule of Deferred Compensation Arrangement with Individual, Share-Based Payments [Table Text Block] Contingent Consideration Liability [Member] A liability arising from contingent consideration. Income Tax, Policy [Policy Text Block] us-gaap_SharesPaidForTaxWithholdingForShareBasedCompensation Share-Based Payment Arrangement, Shares Withheld for Tax Withholding Obligation (in shares) Shares withheld for taxes (in shares) us-gaap_AssetsCurrent Total current assets ND Industries [Member] Represents ND Industries, Inc. Share-Based Payment Arrangement [Policy Text Block] Equity [Text Block] Pension and Other Postretirement Plans, Policy [Policy Text Block] us-gaap_ImpairmentOfIntangibleAssetsExcludingGoodwill Impairment of Intangible Assets (Excluding Goodwill) Selling, General and Administrative Expenses, Policy [Policy Text Block] ful_OtherComprehensiveIncomeNetOfTaxIncludingPortionAttributableToNoncontrollingInterest Other comprehensive (loss) income Amount after tax and reclassification adjustments of other comprehensive income (loss) including portion attributable to non controlling interests. us-gaap_DisposalGroupIncludingDiscontinuedOperationOtherCurrentAssets Other current assets ful_SharebasedCompensationPlansOtherNet Share-based compensation plans other, net This element represents the amount of recognized equity-based compensation during the period. Revenue from Contract with Customer [Policy Text Block] us-gaap_DeferredTaxAssetsValuationAllowance Less: valuation allowance Commitments and Contingencies, Policy [Policy Text Block] us-gaap_OtherAssetsCurrent Total other current assets Other current assets Asset Retirement Obligation [Policy Text Block] us-gaap_DeferredTaxAssetsNet Total net deferred tax assets Cash received from government grant Cash inflow from an award granted by the government. Environmental Costs, Policy [Policy Text Block] Goodwill and Intangible Assets, Intangible Assets, Policy [Policy Text Block] us-gaap_PrepaidTaxes Prepaid income taxes us-gaap_OtherPrepaidExpenseCurrent Prepaid expenses Impairment or Disposal of Long-Lived Assets, Policy [Policy Text Block] Purchase of Company Common Stock [Policy Text Block] Disclosure of accounting policy for purchasing company common stock. us-gaap_DeferredTaxAssetsOther Other us-gaap_DeferredTaxAssetsGross Gross deferred tax assets Sekisui Fuller Company Ltd [Member] Related to the investment in Sekisui Fuller Company Ltd. Goodwill and Intangible Assets, Goodwill, Policy [Policy Text Block] us-gaap_DeferredIncomeTaxLiabilities Total deferred tax liability Schedule of Revenue from External Customers and Long-Lived Assets, by Geographical Areas [Table Text Block] us-gaap_InventoryNet Total inventories Inventories EIMEA [Member] Represents EIMEA which includes Europe, India, Middle East, and Africa. Net revenue Revenue Foreign currency transaction losses, net Construction Adhesives [Member] Related to the construction adhesives operating segment. us-gaap_InventoryFinishedGoods Finished goods us-gaap_DeferredTaxAssetsHedgingTransactions Hedging activity us-gaap_InventoryRawMaterials Raw materials Reconciliation of Operating Profit (Loss) from Segments to Consolidated [Table Text Block] us-gaap_PropertyPlantAndEquipmentUsefulLife Property, Plant and Equipment, Useful Life (Year) us-gaap_AccountsAndOtherReceivablesNetCurrent Other receivables Schedule of Segment Reporting Information, by Segment [Table Text Block] Trade receivables, net us-gaap_NumberOfReportableSegments Number of Reportable Segments Building and Building Improvements [Member] us-gaap_DeferredTaxAssetsTaxDeferredExpenseCompensationAndBenefitsEmployeeCompensation Employee benefit costs Building [Member] Property, Plant and Equipment, Policy [Policy Text Block] Long-Lived Tangible Asset [Axis] Long-Lived Tangible Asset [Domain] Segment Reporting Disclosure [Text Block] us-gaap_DeferredTaxAssetsOperatingLossCarryforwards Tax loss carryforwards us-gaap_DeferredTaxAssetsTaxCreditCarryforwardsForeign Foreign tax credit carryforward Non Employee Directors [Member] Deferred compensation plan for non-employee directors. Current assets: ful_DeferredCompensationPlanMatchingPercentage Deferred Compensation Plan, Matching Percentage Percent matched on deferred compensation investment. ful_FairValueOptionsGrantedDuringPeriodValueSharebasedCompensation Fair Value Options Granted During Period Value Share-based Compensation Fair value of options granted during the period. Employees [Member] Deferred compensation plan for key employees. ful_RepurchasedRestrictedStockShares Repurchased Restricted Stock Shares (in shares) Shares of restricted stock repurchased during the period. ful_TotalFairValueOfNonvestedRestrictedStock Total Fair Value of Nonvested Restricted Stock Fair value of non-vested restricted stock. ful_DeferredCompensationArrangementWithIndividualDiscretionaryAwardsEmployerContributionFairValue Deferred Compensation Arrangement with Individual, Discretionary Awards Employer Contribution, Fair Value The fair value of the discretionary award amount contributed into the deferred compensation arrangement. us-gaap_CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsIncludingDisposalGroupAndDiscontinuedOperations Cash and cash equivalents at beginning of year Cash and cash equivalents at end of year Inventory, Policy [Policy Text Block] ful_DeferredCompensationArrangementWithIndividualEmployerMatchesContributionFairValue Deferred Compensation Arrangement with Individual, Employer Matches Contribution Fair Value The fair value of the matched amount into the deferred compensation fund established for purposes of future disbursements to the individual in accordance with the terms and understanding of the deferred compensation arrangement. Assets [Abstract] ful_DeferredCompensationArrangementWithIndividualDiscretionaryAwardsEmployerContributionUnitsPaid Deferred Compensation Arrangement with Individual, Discretionary Awards, Employer Contribution Units Paid (in shares) Discretionary awards included in the company's match for deferred compensation arrangement. Interest income Effect of exchange rate changes on cash and cash equivalents us-gaap_CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffect Net change in cash and cash equivalents us-gaap_NetCashProvidedByUsedInFinancingActivities Net cash provided by financing activities us-gaap_OperatingIncomeLoss Segment operating income us-gaap_NetCashProvidedByUsedInOperatingActivities Net cash provided by operating activities us-gaap_DeferredTaxLiabilities Net deferred tax liability us-gaap_NetCashProvidedByUsedInInvestingActivities Net cash used in investing activities Cost of Revenue Cost of sales us-gaap_GrossProfit Gross profit ful_SharebasedCompensationStockAwardPlanParticipantUnitContributionsDuringThePeriod Participant contributions (in shares) Number of units participants contributed during the period. ful_SharebasedCompensationStockAwardPlanUnits Units outstanding (in shares) Units outstanding (in shares) Number of units in deferred compensation plan. Derivatives, Policy [Policy Text Block] ful_SharebasedCompensationStockAwardPlanPayoutsUnitsDuringThePeriod Payouts (in shares) Number of deferred compensation units paid out during the period. Company match contributions1 (in shares) Number of employer contribution units matched during the period. us-gaap_DeferredTaxLiabilitiesLeasingArrangements Leases Equity Securities without Readily Determinable Fair Value [Policy Text Block] Schedule of Income Statement Supplemental Disclosures [Table Text Block] Tabular disclosure of supplemental income statement information for the periods presented. Investment, Policy [Policy Text Block] Schedule of Balance Sheet Supplemental Disclosures [Table Text Block] Tabular disclosure of supplemental balance sheet information. us-gaap_PaymentForContingentConsiderationLiabilityFinancingActivities Payment for Contingent Consideration Liability, Financing Activities Contingent consideration payment ful_PrepaidTaxesOtherThanIncomeTaxes Prepaid taxes other than income taxes Amount of asset related to consideration paid in advance taxes other than income taxes. us-gaap_DeferredTaxLiabilitiesPropertyPlantAndEquipment Depreciation and amortization ful_OtherMiscellaneousAccruedExpenses Accrued expenses Amount of other miscellaneous accrued expenses. ful_OtherMiscellaneousLongTermLiabilities Other long-term liabilities Amount of other miscellaneous obligations due after one year. us-gaap_PaymentsOfDividendsCommonStock Dividends paid ful_AllowanceForDoubtfulAccountsReceivableEffectOfExchangeRates Foreign currency translation effect Accumulated adjustment that results from the process of translating subsidiary financial statements the reporting currency from the functional currency of the reporting entity. Customer rebates Carrying value as of the balance sheet date of obligations incurred through that date and payable for customer rebates. Used to reflect the current portion of the liabilities (due within one year or within the normal operating cycle if longer). us-gaap_PaymentsForRepurchaseOfCommonStock Repurchases of common stock Proceeds from stock options exercised us-gaap_CurrentStateAndLocalTaxExpenseBenefit State us-gaap_DeferredStateAndLocalIncomeTaxExpenseBenefit State us-gaap_ProceedsFromIssuanceOfSharesUnderIncentiveAndShareBasedCompensationPlansIncludingStockOptions Proceeds, Issuance of Shares, Share-Based Payment Arrangement, Including Option Exercised us-gaap_CurrentForeignTaxExpenseBenefit Non-U.S. ful_IndefiniteLivedTrademarksAndTradeNames Indefinite Lived Trademarks and Trade Names Carrying amount (original costs adjusted for previously recognized amortization and impairment) as of the balance sheet date for the rights acquired through registration of a trademark and trade name to gain or protect exclusive use of a business name, symbol or other device or style for a projected indefinite period of benefit. us-gaap_DeferredForeignIncomeTaxExpenseBenefit Non-U.S. us-gaap_CurrentFederalTaxExpenseBenefit U.S. federal us-gaap_DeferredFederalIncomeTaxExpenseBenefit U.S. federal us-gaap_IncomeTaxExaminationPenaltiesAndInterestAccrued Income Tax Examination, Penalties and Interest Accrued us-gaap_IncomeTaxExaminationPenaltiesAndInterestExpense Income Tax Examination, Penalties and Interest Expense Derivative Liability, Noncurrent, Statement of Financial Position [Extensible Enumeration] us-gaap_CurrentIncomeTaxExpenseBenefit Total current Global intangible low-taxed income us-gaap_IncomeLossFromContinuingOperationsBeforeIncomeTaxesForeign Non-U.S. us-gaap_ReclassificationFromAociCurrentPeriodTax Reclassification of AOICI tax effects us-gaap_IncomeTaxExaminationYearUnderExamination Income Tax Examination, Year under Examination us-gaap_EffectiveIncomeTaxRateReconciliationFdiAmount Foreign-derived intangible income Purchased Technology And Patents [Member] Acquired technology based intangible assets. Before Reclassifications, tax us-gaap_IncomeLossFromContinuingOperationsBeforeIncomeTaxesDomestic United States Environmental Loss Contingency, Noncurrent, Statement of

Financial Position [Extensible Enumeration] us-gaap EnvironmentalLossContingencyStatementOfFinancialPositionExtensibleEnumeration Environmental Loss Contingency, Statement of Financial Position [Extensible Enumeration] us-gaap PaymentsOfFinancingCosts Payment of debt issue costs ICFR Auditor Attestation Flag Term Loan [Member] Arrangement in which a loan from a bank for a specific amount that has a specified repayment schedule and a fixed or floating interest rate. Schedule of Accumulated Other Comprehensive Income (Loss) [Table Text Block] Indefinite [Member] No expiration of carryforwards. Loan maturity date Year when the debt instrument is scheduled to be fully repaid. Income Tax Jurisdiction [Axis] Income Tax Jurisdiction [Domain] Disaggregation of Revenue [Table Text Block] Foreign Tax Jurisdiction [Member] us-gaap RepaymentsOfLongTermDebt Repayment of long-term debt Accounts Receivable [Policy Text Block] Cash and Cash Equivalents, Policy [Policy Text Block] Cash and Cash Equivalents, Restricted Cash and Cash Equivalents, Policy [Policy Text Block] us-gaap UnrecognizedTaxBenefits Balance at beginning of year Balance at end of year us-gaap UnrecognizedTaxBenefitsThatWouldImpactEffectiveTaxRate Unrecognized Tax Benefits that Would Impact Effective Tax Rate Accounting Policies [Abstract] us-gaap UnrecognizedTaxBenefitsReductionsResultingFromLapseOfApplicableStatuteOfLimitations Lapses in applicable statutes of limitation us-gaap CommonStockDividendsPerShareDeclared Common Stock, Dividends, Per Share, Declared (in dollars per share) us-gaap UnrecognizedTaxBenefitsDecreasesResultingFromSettlementsWithTaxingAuthorities Settlements us-gaap UnrecognizedTaxBenefitsIncreasesResultingFromPriorPeriodTaxPositions Additions us-gaap UnrecognizedTaxBenefitsDecreasesResultingFromPriorPeriodTaxPositions Reductions us-gaap UnrecognizedTaxBenefitsIncreasesResultingFromCurrentPeriodTaxPositions Additions us-gaap AllowanceForDoubtfulAccountsReceivableWriteOffs Write-offs Proceeds from issuance of long-term debt Tax Period [Domain] Schedule of Accounts, Notes, Loans and Financing Receivable [Table Text Block] Net (payment on) proceeds from notes payable Auditor Name Tax Period [Axis] Auditor Firm ID Auditor Location us-gaap SupplierFinanceProgramObligationDecreaseSettlement Confirmed invoices paid during the year us-gaap SupplierFinanceProgramObligationIncrease Invoices confirmed during the year us-gaap TaxCreditCarryforwardAmount Tax Credit Carryforward, Amount us-gaap SupplierFinanceProgramObligation Supplier Finance Program, Obligation Confirmed obligations outstanding, beginning of year Confirmed obligations outstanding, end of year us-gaap AntidilutiveSecuritiesExcludedFromComputationOfEarningsPerShareAmount Antidilutive Securities Excluded from Computation of Earnings Per Share, Amount (in shares) us-gaap RepaymentsOfLinesOfCredit Repayments of Lines of Credit Supplier Finance Program [Table Text Block] Diluted (in shares) Weighted-average common and common equivalent shares â€” diluted (in shares) us-gaap SupplierFinanceProgramObligationStatementOfFinancialPositionExtensibleEnumeration Supplier Finance Program, Obligation, Statement of Financial Position [Extensible Enumeration] Tax Credit Carryforward [Axis] Tax Credit Carryforward, Name [Domain] us-gaap OperatingLossCarryforwards Operating Loss Carryforwards Statement of Financial Position [Abstract] Diluted (in dollars per share) Diluted earnings per share (in dollars per share) Basic (in shares) Weighted-average common shares â€” basic (in shares) Restructuring Charges, Statement of Income or Comprehensive Income [Extensible Enumeration] Business Acquisition [Axis] Basic (in dollars per share) Basic earnings per share (in dollars per share) Business Acquisition, Acquiree [Domain] Drawn Statement of Cash Flows [Abstract] ful DeferredTaxLiabilitiesApb23Withholding Undistributed earnings of non-U.S. subsidiaries Represents the amount of deferred tax liabilities attributable to permanent differences from APB 23 withholding. Engineering Adhesives [Member] Operating segment for engineering adhesives. us-gaap BusinessCombinationContingentConsiderationArrangementsRangeOfOutcomesValueHigh Business Combination, Contingent Consideration Arrangements, Range of Outcomes, Value, High Statement of Stockholders' Equity [Abstract] us-gaap RestructuringReserveSettledWithoutCash2 Non-cash charges us-gaap RepaymentsOfDebt Repayments of Debt us-gaap RestructuringReserveTranslationAdjustment Foreign currency translation Four Percent Match [Member] Plan that provides 4% employer match. Interest on lease liabilities ful DefinedContributionPlanAnnualRetirementPercentage Defined Contribution Plan, Annual Retirement Percentage Percentage of gross pay for which employer contributes to a separate annual retirement contribution plan in lieu of participation in company defined benefit pension plan. Schedule of Income before Income Tax, Domestic and Foreign [Table Text Block] us-gaap FinanceLeaseLiabilityPaymentsDue Total, Finance Leases Insurance [Member] Insurance contracts for purposes of funding postretirement medical benefits. Fair values are the cash surrender values as determined by the providers which are the amounts the plans would receive if the contracts were cashed out at year end. Schedule of Unrecognized Tax Benefits Roll Forward [Table Text Block] Net gains Gains and losses on plan assets in defined benefit plans. us-gaap RestructuringAndRelatedCostExpectedCost1 Restructuring and Related Cost, Expected Cost Amortization of assets 2029, Finance Leases Schedule of Components of Income Tax Expense (Benefit) [Table Text Block] 2030 and beyond, Finance Leases Schedule of Deferred Tax Assets and Liabilities [Table Text Block] us-gaap BusinessCombinationProvisionalInformationInitialAccountingIncompleteAdjustmentIntangibles Business Combination, Provisional Information, Initial Accounting Incomplete, Adjustment, Intangibles Schedule of Effective Income Tax Rate Reconciliation [Table Text Block] us-gaap FinanceLeaseLiabilityUndiscountedExcessAmount Less: amounts representing interest, Finance Leases 2025, Finance Leases 2026, Finance Leases 2027, Finance Leases 2028, Finance Leases Asset Acquisition [Axis] us-gaap AssetAcquisitionConsiderationTransferred Asset Acquisition, Consideration Transferred Other Restructuring [Member] srt StockRepurchaseProgramAuthorizedAmount1 Stock Repurchase Program, Authorized Amount Type of Restructuring [Domain] us-gaap FinanceLeaseWeightedAverageDiscountRatePercent Finance Lease, Weighted Average Discount Rate, Percent Share Repurchase Program [Domain] Employee Severance [Member] Share Repurchase Program [Axis] Restructuring and Related Activities Disclosure [Text Block] Restructuring and Related Costs [Table Text Block] Restructuring Type [Axis] us-gaap FinanceLeaseWeightedAverageRemainingLeaseTerm1 Finance Lease, Weighted Average Remaining Lease Term (Year) Asset Acquisition, Contingent Consideration, Liability, Current Other us-gaap IncomeTaxReconciliationOtherAdjustments Cash flows from financing activities: Schedule of Common Stock Outstanding Roll Forward [Table Text Block] Schedule of Fair Value, Assets and Liabilities Measured on Recurring Basis [Table Text Block] Asset Acquisition [Domain] us-gaap IncomeTaxReconciliationChangeInDeferredTaxAssetsValuationAllowance Change in valuation allowance Foreign dividend repatriation Segment Reporting, Reconciling Item, Corporate Nonsegment [Member] us-gaap AccrualForEnvironmentalLossContingencies Accrual for Environmental Loss Contingencies us-gaap BusinessCombinationRecognizedIdentifiableAssetsAcquiredGoodwillAndLiabilitiesAssumedNet Total us-gaap PaymentsToAcquireBusinessesNetOfCashAcquired Purchased businesses, net of cash acquired The 2017 Share Repurchase Program [Member] The share repurchase program approved by the board of directors on April 6, 2017. us-gaap BusinessCombinationRecognizedIdentifiableAssetsAcquiredAndLiabilitiesAssumedCurrentLiabilities Current liabilities Class of Stock [Axis] Non-U.S. stock option expense Schedule of Earnings Per Share, Basic and Diluted [Table Text Block] us-gaap PaymentsToAcquireBusinessesGross Payments to Acquire Businesses, Gross Comprehensive Income (Loss) [Table Text Block] Schedule of Restructuring Reserve by Type of Cost [Table Text Block] us-gaap IncomeTaxReconciliationStateAndLocalIncomeTaxes State income taxes, net of federal benefit us-gaap IncomeTaxReconciliationForeignIncomeTaxRateDifferential Foreign operations us-gaap BusinessCombinationRecognizedIdentifiableAssetsAcquiredAndLiabilitiesAssumedPropertyPlantAndEquipment Property, plant and equipment us-gaap BusinessCombinationRecognizedIdentifiableAssetsAcquiredAndLiabilitiesAssumedOtherNoncurrentAssets Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Other Noncurrent Assets us-gaap IncomeTaxReconciliationTaxCreditsResearch Research and development tax credit us-gaap BusinessCombinationRecognizedIdentifiableAssetsAcquiredAndLiabilitiesAssumedIntangibleAssetsOtherThanGoodwill Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Intangible Assets, Other than Goodwill us-gaap DerivativeNotionalAmount Derivative, Notional Amount us-gaap IncomeTaxReconciliationIncomeTaxExpenseBenefitAtFederalStatutoryIncomeTaxRate Tax at statutory U.S. federal income tax rate us-gaap BusinessCombinationRecognizedIdentifiableAssetsAcquiredAndLiabilitiesAssumedCurrentAssets Current assets Hedging Relationship [Domain] Cash Flow Hedging [Member] Not Designated as Hedging Instrument [Member] Income Tax Disclosure [Text Block] Hedging Relationship [Axis] Hedging Designation [Axis] Hedging Designation [Domain] Designated as Hedging Instrument [Member] Schedule of Maturities of Long-Term Debt [Table Text Block] Schedule of Debt [Table Text Block] us-gaap BusinessCombinationConsiderationTransferred1 Business Combination, Consideration Transferred us-gaap AcquiredFiniteLivedIntangibleAssetsWeightedAverageUsefulLife Acquired Finite-Lived Intangible Assets, Weighted Average Useful Life (Year) Share-Based Payment Arrangement, Option, Activity [Table Text Block] Supplemental Executive Retirement Plan [Member] The U.S. Pension plan for the supplemental executive retirement plan. Schedule of Nonvested Restricted Stock Units Activity [Table Text Block] Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Grants in Period, Weighted Average Grant Date Fair Value [Table Text Block] ful DefinedBenefitPlanAssumptionsUsedCalculatingBenefitObligationIncreaseDecreaseInDiscountRate Defined Benefit Plan, Assumptions Used Calculating Benefit Obligation, Increase (decrease) in Discount Rate Increase (decrease) in the discount rate used for calculating benefit obligation. Schedule of Health Care Cost Trend Rates [Table Text Block] Schedule of Net Benefit Costs [Table Text Block] ful ImpactOnPensionAndOtherPostretirementBenefitExpenseFromAChangeInDiscountRate Impact on Pension and Other Postretirement Benefit Expense from a Change in Discount Rate Amount of pension and other retirement benefit expense as a result of a change in the discount rate. Schedule of Net Periodic Benefit Cost Not yet Recognized [Table Text Block] us-gaap BusinessAcquisitionPurchasePriceAllocationGoodwillExpectedTaxDeductibleAmount Business Acquisition, Goodwill, Expected Tax Deductible Amount Schedule of Effect of Significant Unobservable Inputs, Changes in Plan Assets [Table Text Block] Schedule of Expected Benefit Payments [Table Text Block] Schedule of Changes in Fair Value of Plan Assets [Table Text Block] Changes in Projected Benefit Obligations, Fair Value of Plan Assets, and Funded Status of Plan [Table Text Block] Schedule of Amounts Recognized in Balance Sheet [Table Text Block] Defined Benefit Plan, Assumptions [Table Text Block] Defined Benefit Plan, Plan with Projected Benefit Obligation in Excess of Plan Assets [Table Text Block] Asbestos Related Lawsuits and Claims [Member] Litigation involving asbestos lawsuits and claims. Schedule of Allocation of Plan Assets [Table Text Block] Retirement Plan Name [Axis] Retirement Plan Name [Domain] Goodwill and Intangible Assets Disclosure [Text Block] Schedule of Goodwill [Table Text Block] Domestic Plan [Member] Foreign Plan [Member] Pension Plan [Member] Retirement Plan Sponsor Location [Axis] Retirement Plan Sponsor Location [Domain] Revolving Credit Facility [Member] Other Postretirement Benefits Plan [Member] Retirement Plan Type [Axis] Retirement Plan Type [Domain] Credit Facility [Axis] Proceeds from sale of property, plant and equipment Credit Facility [Domain] Schedule of Recognized Identified Assets Acquired and Liabilities Assumed [Table Text Block] Trademarks and Trade Names [Member] Trade Names [Member] Other Intangible Assets [Member] us-gaap IncrementalCommonSharesAttributableToShareBasedPaymentArrangements Equivalent shares from share-based compensation plans (in shares) us-gaap PaymentsToAcquirePropertyPlantAndEquipment Purchased property, plant and equipment Cash paid for income taxes, net of refunds Supplemental disclosure of cash flow information: us-gaap LongTermDebtFairValue Long-Term Debt, Fair Value Technology-Based Intangible Assets [Member] Customer Relationships [Member] Finite-Lived Intangible Assets by Major Class [Axis] Finite-Lived Intangible Assets, Major Class Name [Domain] All Other Countries With Less than 10 Percent of Total [Member] All counties that have not been separately disclosed. us-gaap NetIncomeLoss Net income attributable to H.B. Fuller Net income attributable to H.B. Fuller Proceeds from insurance recoveries Proceeds from Insurance Settlement, Investing Activities Restricted Stock Units (RSUs) [Member] Capitalized interest costs Interest Costs Capitalized Restricted Stock [Member] Share-Based Payment Arrangement, Option [Member] Foreign currency translation effect us-gaap GoodwillPurchaseAccountingAdjustments Goodwill, Measurement Period Adjustment Acquisitions us-gaap GoodwillAcquiredDuringPeriod Business Interruption Loss [Domain] Business Interruption Loss [Axis] Long-Term Debt, Type [Axis] Long-Term Debt, Type [Domain] us-gaap EquityMethodInvestmentOwnershipPercentage Equity Method Investment, Ownership Percentage us-gaap UndistributedEarnings Undistributed Earnings, Basic Cash flows from investing activities: ful GainLossFromInsuranceProceeds Gain from insurance proceeds The gain (loss) related to the insurance proceeds during the period. Earnings per share attributable to H.B. Fuller common stockholders: HS Butyl Limited [Member] Represents the business known as HS Butyl Limited. us-gaap IncreaseDecreaseInOtherOperatingLiabilities Other liabilities Income taxes payable Technology [Member] Represents the technology member. us-gaap IncreaseDecreaseInEmployeeRelatedLiabilities Accrued compensation us-gaap IncreaseDecreaseInOtherAccruedLiabilities Other accrued expenses us-gaap OtherComprehensiveIncomeLossCashFlowHedgeGainLossBeforeReclassificationTax Derivative, tax CHINA Debt Instrument, Redemption, Period One [Member] Debt Instrument, Redemption, Period Two [Member] Debt Instrument, Redemption, Period Three [Member] GERMANY Debt Instrument, Redemption, Period [Axis] Debt Instrument, Redemption, Period [Domain] us-gaap ImpairmentIntangibleAssetStatementOfIncomeOrComprehensiveIncomeExtensibleEnumeration Impairment, Intangible Asset, Statement of Income or Comprehensive Income [Extensible Enumeration] us-gaap OtherComprehensiveIncomeLossReclassificationAdjustmentFromAOCI PensionAndOtherPostretirementBenefitPlans Tax Defined benefit pension plans adjustment, tax us-gaap DebtInstrumentTerm Debt Instrument, Term (Year) us-gaap IncreaseDecreaseInAccountsPayableTrade Trade payables UNITED KINGDOM us-gaap AllocatedShareBasedCompensationExpense Share-Based Payment Arrangement, Expense us-gaap ComprehensiveIncomeNetOfTax Comprehensive income (loss) attributable to H.B. Fuller Comprehensive income (loss), net Common stock, shares outstanding (in shares) Beginning balance (in shares) Ending balance (in shares) Preferred stock, shares outstanding (in shares) Long-term weighted-average interest rate us-gaap IncreaseDecreaseInOtherOperatingAssets Other assets us-gaap DebtInstrumentBasisSpreadOnVariableRate1 Debt Instrument, Basis Spread on Variable Rate us-gaap DebtInstrumentInterestRateStatedPercentage Debt Instrument, Interest Rate, Stated Percentage Variable net lease cost us-gaap LeaseCost Total net lease cost us-gaap OperatingLeaseWeightedAverageDiscountRatePercent Operating Lease, Weighted Average Discount Rate, Percent Operating net lease cost Lease, Cost [Table Text Block] New finance lease liabilities New operating lease liabilities us-gaap OperatingLeaseWeightedAverageRemainingLeaseTerm1 Operating Lease, Weighted Average Remaining Lease Term (Year) us-gaap DebtInstrumentFaceAmount Debt Instrument, Face Amount Reversal of contingent consideration us-gaap FairValueMeasurementWithUnobservableInputsReconciliationRecurringBasisLiabilitySettlements Payment of contingent consideration Debt Instrument [Axis] Debt Instrument, Name [Domain] us-gaap DividendsCommonStock Dividends Variable Rate [Domain] Variable Rate [Axis] us-gaap IncreaseDecreaseInAccountsReceivable Trade receivables, net Liability Class [Axis] Fair Value by Liability Class [Domain] Fair Value, Liabilities Measured on Recurring Basis, Unobservable Input Reconciliation [Table Text Block] us-gaap StockRepurchasedDuringPeriodShares Stock Repurchased During Period, Shares (in shares) Share repurchases (in shares) us-gaap AmortizationPeriodOfDeferredGainLossOnDiscontinuationOfFairValueHedge1 Amortization Period of Deferred Gain (Loss) on Discontinuation of Fair Value Hedge (Year) us-gaap StockRepurchasedDuringPeriodValue Stock Repurchased During Period, Value Repurchases of common stock us-gaap DefinedBenefitPlanAmortizationOfPriorServiceCostCredit Prior service (benefit) cost us-gaap IncreaseDecreaseInInventories Inventories us-gaap DefinedBenefitPlanAmortizationOfGainsLosses Actuarial loss (gain) us-gaap DefinedBenefitPlanNetPeriodicBenefitCost Net periodic (benefit) cost us-gaap DefinedBenefitPlanServiceCost Service cost us-gaap DefinedBenefitPlanInterestCost Interest cost us-gaap DefinedBenefitPlanExpectedReturnOnPlanAssets Expected return on assets ful BusinessCombinationProvisionalInformationInitialAccountingIncompleteAdjustmentOtherNetAssets Business Combination, Provisional Information, Initial Accounting Incomplete, Adjustment, Other Net Assets This element represents the amount of any measurement period adjustment (as defined) realized during the reporting period to other net assets acquired in connection with a business combination for which the initial accounting was incomplete. Unused Stock options exercised (in shares) Exercised (in shares) Xchem [Member] Represents XChem International LLC, committed Line of Credit Facility, Maximum Borrowing Capacity Restricted units vested (in shares) us-gaap StockIssuedDuringPeriodValueStockOptionsExercised Stock option exercises us-gaap LineOfCreditFacilityUnusedCapacityCommitmentFeePercentage Line of Credit Facility, Unused Capacity, Commitment Fee Percentage Adhezion [Member] Adhezion Biomedical LLC. London Interbank Offered Rate (LIBOR) 1 [Member] Interest rate at which a bank borrows funds from other banks in the London interbank market. Beardow Adams [Member] Represents Beardow Adams. Secured Overnight Financing Rate (SOFR) [Member] Granted (in shares) Secured Overnight Financing Rate (SOFR) Overnight Index Swap Rate [Member] Schedule of Line of Credit Facilities [Table Text Block] us-gaap LiabilitiesAndStockholdersEquity

Total liabilities, non-controlling interest and total equity UNITED STATES us-gaap Short-TermDebtWeightedAverageInterestRate Short-Term Debt, Weighted Average Interest Rate, at Point in Time Retained earnings Accumulated other comprehensive loss full EffectiveIncomeTaxRateReconciliationCrossCurrencySwap Cross currency swap Amount of the difference between reported income tax expense (benefit) and expected income tax expense (benefit) computed by applying the domestic federal statutory income tax rates to pretax income (loss) from continuing operations attributable to cross currency swaps, or exchanges of interest payments and principal in one currency for interest payments and principal in a different currency. Executive compensation over \$1.0 million Amount of the difference between reported income tax expense (benefit) and expected income tax expense (benefit) computed by applying the domestic federal statutory income tax rates to pretax income (loss) from continuing operations attributable to executive compensation above the limit of one million dollars in which standard compensation is no longer tax deductible. Debt Disclosure [Text Block] Cash [Member] Change in assets and liabilities, net of effects of acquisitions: Noncurrent operating lease liabilities Noncurrent lease liabilities, Operating Leases Operating Lease, Liability, Noncurrent, Statement of Financial Position [Extensible Enumeration] Present value of future minimum payments Total operating lease liabilities Deferred income taxes Current operating lease liabilities Less: current obligations, Operating Leases Operating Lease, Liability, Current, Statement of Financial Position [Extensible Enumeration] Current obligations of finance leases Current obligations of finance leases Less: current obligations, Finance Leases FinanceLeaseLiabilityCurrentStatementOfFinancialPositionExtensibleList Finance leases, net of current obligations Noncurrent lease liabilities, Finance Leases Finance Lease, Liability, Noncurrent, Statement of Financial Position [Extensible Enumeration] Operating lease right-of-use assets Operating lease right-of-use assets Operating Lease, Right-of-Use Asset, Statement of Financial Position [Extensible Enumeration] us-gaap LesseeOperatingLeaseLiabilityPaymentsDue Total, Operating Leases us-gaap IncomeLossFromEquityMethodInvestmentsNetOfDividendsOrDistributions (Income) loss from equity method investments, net of dividends received Financing cash flows from finance leases us-gaap LesseeOperatingLeaseLiabilityUndiscountedExcessAmount Less: amounts representing interest, Operating Leases Present value of future minimum payments, Finance Leases Total finance lease liabilities us-gaap DeferredIncomeTaxExpenseBenefit Total deferred 2027, Operating Lease 2028, Operating Lease 2029, Operating Lease Finance right-of-use assets Finance Lease, Right-of-Use Asset, Statement of Financial Position [Extensible Enumeration] 2030 and beyond, Operating Leases Net Investment in Lease, before Allowance for Credit Loss 2025, Operating Lease 2026, Operating Lease us-gaap PaymentsForRestructuring Cash payments Share-based compensation Pension and other postretirement benefit plan income Amortization Group Term Life Insurance Plan [Member] The group term life insurance postretirement benefit plan. Depreciation us-gaap DepreciationDepletionAndAmortization Depreciation and amortization us-gaap ForeignCurrencyContractAssetFairValueDisclosure Foreign exchange contract assets us-gaap ForeignCurrencyContractsLiabilityFairValueDisclosure Foreign exchange contract liabilities us-gaap InvestmentsFairValueDisclosure Marketable securities (Gain) loss on fair value adjustment on contingent consideration liabilities Business Combination, Contingent Consideration Arrangements, Change in Amount of Contingent Consideration, Liability Hygiene, Health, and Consumable Adhesives [Member] Represents Hygiene, Health, and Consumable Adhesives operating segment. Common stock, par value \$1.00 per share, Shares authorized â€” 160,000,000, Shares outstanding â€” 54,657,103 and 54,092,987 for 2024 and 2023, respectively Lessee, Supplemental Cash Flow Information [Table Text Block] Tabular disclosure of lessee's supplemental cash flow information. Adjustments to reconcile net income including non-controlling interest to net cash provided by operating activities: Measurement Frequency [Axis] Measurement Frequency [Domain] Lessee, Supplemental Balance Sheet Information and Weighted Average [Table Text Block] Tabular disclosure of lessee's supplemental balance sheet information and weighted average. Fair Value, Recurring [Member] Common stock, shares authorized (in shares) Common Stock, Shares Authorized (in shares) Americas [Member] us-gaap CommonStockSharesIssued Common Stock, Shares, Issued (in shares) Common stock, par value (in dollars per share) Common Stock, Par or Stated Value Per Share (in dollars per share) Asia Pacific [Member] us-gaap PensionAndOtherPostretirementBenefitContributions Pension and other postretirement benefit plan contributions Total Segment [Member] Represents all segments of company. Statistical Measurement [Domain] Operating cash flows from operating leases Maximum [Member] Minimum [Member] Statistical Measurement [Axis] Operating cash flows from finance leases Investment, Name [Domain] Litigation Case [Axis] Litigation Case [Domain] Preferred stock (no shares outstanding) Shares authorized â€” 10,045,900 Cash paid for interest, net of amount capitalized of \$1,859, \$1,769, and \$1,518 for the years ended November 30, 2024, December 2, 2023 and December 3, 2022, respectively Investment, Name [Axis] Geographical [Axis] Geographical [Domain] Preferred stock, shares authorized (in shares) Preferred Stock, Shares Authorized (in shares) Fair Value, Inputs, Level 3 [Member] Fair Value Measured at Net Asset Value Per Share [Member] Fair Value Hierarchy and NAV [Domain] Fair Value, Inputs, Level 1, Level 2, and Level 3 [Member] Fair Value, Inputs, Level 1 [Member] Fair Value, Inputs, Level 2 [Member] Fair Value Hierarchy and NAV [Axis] Non-controlling interest full DebtInstrumentPeriodicPaymentPercentageOfPrincipal Debt Instrument, Periodic Payment, Percentage of Principal Percentage of principal for periodic payment of debt instrument. Cash flows from operating activities: Statement [Line Items] Accumulated Defined Benefit Plans Adjustment Attributable to Parent [Member] Additional paid-in capital Accumulated Gain (Loss), Net, Cash Flow Hedge, Parent [Member] Accumulated Foreign Currency Adjustment Attributable to Parent [Member] AOCI Attributable to Parent [Member] H.B. Fuller stockholders' equity: Liabilities: ful CapitalExpenditures Capital expenditures The amount of cash outflow made for capital expenditures, including, but not limited to, payments for property, plant and equipment. us-gaap OtherAssetsMiscellaneousNoncurrent Other long-term assets Assets: Fair Value Disclosures [Text Block] us-gaap Liabilities Total liabilities Commitments and contingencies (Note 14) us-gaap AssetRetirementObligationsNoncurrent Asset Retirement Obligations, Noncurrent us-gaap OtherLiabilities Total other liabilities Accrued pension liabilities Non-current liabilities us-gaap PensionAndOtherPostretirementDefinedBenefitPlansLiabilitiesCurrentAndNoncurrent Liability, Defined Benefit Plan us-gaap PensionAndOtherPostretirementDefinedBenefitPlansCurrentLiabilities Current liabilities us-gaap DeferredIncomeTaxLiabilitiesNet Long-term deferred income taxes Consolidation Items [Domain] Consolidation Items [Axis] Loss on impairment of equity investment Amended Term Loan B [Member] Represents the amended term loan B. us-gaap LettersOfCreditOutstandingAmount Letters of Credit Outstanding, Amount Accumulated Foreign Currency Adjustment Including Portion Attributable to Noncontrolling Interest [Member] Accumulated Defined Benefit Plans Adjustment Including Portion Attributable to Noncontrolling Interest [Member] AOCI Including Portion Attributable to Noncontrolling Interest [Member] Accumulated Gain (Loss), Cash Flow Hedge, Including Noncontrolling Interest [Member] Accumulated Gain (Loss), Net, Cash Flow Hedge, Noncontrolling Interest [Member] Accumulated Foreign Currency Adjustment Attributable to Noncontrolling Interest [Member] Accumulated Defined Benefit Plans Adjustment Attributable to Noncontrolling Interest [Member] Noncontrolling Interest [Member] AOCI Attributable to Noncontrolling Interest [Member] Cost of Goods and Service [Policy Text Block] Retained Earnings [Member] us-gaap StockRepurchaseProgramRemainingAuthorizedRepurchaseAmount1 Share Repurchase Program, Remaining Authorized, Amount Deferred Rent Credit us-gaap StockRepurchaseProgramPeriodInForce1 Share Repurchase Program, Period in Force (Year) Additional Paid-in Capital [Member] ful DebtInstrumentInterestRateMarginIncreaseDecrease Debt Instrument, Interest Rate Margin, Increase (Decrease) Represents the increase/decrease on the interest rate margins for a debt instrument. Common Stock [Member] Equity Components [Axis] Equity Component [Domain] Long-term debt Environmental Remediation Site [Domain] Other Liabilities [Member] Environmental Remediation Site [Axis] Net Investment Hedges [Member] Represents net investment hedges. us-gaap LineOfCredit Long-Term Line of Credit, Total Employee Related [Member] Related to employee related restructuring reserve. Public Notes [Member] Related to the issuance of "public notes". Asset Related [Member] Related to the asset related restructuring reserve. us-gaap DebtInstrumentUnamortizedDiscountPremiumAndDebtIssuanceCostsNet Other, including debt issuance cost and discount GSSI Sealants, Inc. [Member] Represents GSSI Sealants, Inc. Equipment [Member] Document Annual Report Machinery and Equipment [Member] Statement of Financial Position Location, Balance [Axis] Statement of Financial Position Location, Balance [Domain] Entity Incorporation, State or Country Code Long-term debt, gross Long-Term Debt, Gross Interest Rate Swap 2 [Member] Related to the second interest rate swap. Document Transition Report Document Financial Statement Error Correction [Flag] SOFR Credit Adjustment [Member] Represents SOFR credit adjustment. Selling, General and Administrative Expenses [Member] Entity Interactive Data Current Notes payable Security Exchange Name Title of 12(b) Security Other Operating Income (Expense) [Member] Cost of Sales [Member] Statement of Income Location, Balance [Axis] Statement of Income Location, Balance [Domain] us-gaap DerivativeAmountOfHedgedItem Derivative, Amount of Hedged Item us-gaap DisposalGroupIncludingDiscontinuedOperationOtherLiabilities Other liabilities us-gaap DisposalGroupIncludingDiscontinuedOperationAccruedLiabilities Other accrued expenses Segments [Axis] Segments [Domain] us-gaap DisposalGroupIncludingDiscontinuedOperationAccountsPayable Trade payables Euro Short Term Rate (ESTR) Overnight Index Swap Rate [Member] Represents the wholesale euro unsecured overnight borrowing costs of banks located in the euro area. ful ContractWithCustomersNetRevenueReductionCustomerIncentives Contract with Customers, Net Revenue Reduction, Customer Incentives Represents information on a reduction in net revenue as a result of incentives offered on sales. Statement [Table] Certain Assets of the Sanglier Group [Member] Represents certain assets of the Sanglier Group. Lessee, Operating and Finance Leases, Liabilities, Maturity [Table Text Block] Tabular disclosure of undiscounted cash flows of lessee's operating and fiance lease liabilities. Includes, but is not limited to, reconciliation of undiscounted cash flows to operating and finance lease liabilities recognized in statement of financial position. us-gaap OtherComprehensiveIncomeLossBeforeTaxPortionAttributableToParent Other comprehensive income (loss), pretax ful LesseeOperatingAndFinanceLeasesRenewalTerm Lessee, Operating and Finance Leases, Renewal Term (Year) Term of lessee's operating and finance leases renewal, in 'PnYmNdTnHnMnS' format, for example, 'P1Y5M13D' represents reported fact of one year, five months, and thirteen days. us-gaap OtherComprehensiveIncomeLossTaxPortionAttributableToParent1 Other comprehensive income (loss), tax Income Statement [Abstract] Lessee, Operating and Finance Leases [Text Block] The entire disclosure for operating and finance leases of lessee. Includes, but is not limited to, description of operating and finance leases and maturity analysis of operating and finance lease liabilities. us-gaap OtherComprehensiveIncomeLossNetOfTaxPortionAttributableToParent Other comprehensive income (loss), net Disposal Groups, Including Discontinued Operations [Table Text Block] us-gaap LongTermDebtMaturitiesRepaymentsOfPrincipalInYearThree 2027 us-gaap LongTermDebtMaturitiesRepaymentsOfPrincipalInYearFour 2028 Disposal Group Name [Axis] us-gaap LongTermDebtMaturitiesRepaymentsOfPrincipalInYearFive 2029 us-gaap RestructuringReserve Balance Balance Disposal Group Name [Domain] Contingent consideration liability us-gaap BusinessCombinationContingentConsiderationLiability Business Combination, Contingent Consideration, Liability Balance Level 3 balance at end of year us-gaap LongTermDebtMaturitiesRepaymentsOfPrincipalAfterYearFive Thereafter us-gaap LongTermDebtMaturitiesRepaymentsOfPrincipalInNextTwelveMonths 2025 us-gaap LongTermDebtMaturitiesRepaymentsOfPrincipalInYearTwo 2026 Percentage of Plan Assets at Year End Percentage of actual investment allocation to total plan assets. Includes, but is not limited to, percentage on weighted-average basis if more than one plan. Derivative instruments us-gaap OtherComprehensiveIncomeLossCashFlowHedgeGainLossBeforeReclassificationAndTax Other Comprehensive Income (Loss), Cash Flow Hedge, Gain (Loss), before Reclassification and Tax 2020 Master Incentive Plan [Member] Represents the information pertaining to the 2020 Master Incentive Plan. Liabilities, Noncurrent Other Liabilities, Noncurrent One Percent Match [Member] Plan the provides a 1% match by employer. us-gaap OtherComprehensiveIncomeLossReclassificationAdjustmentFromAOCIPensionAndOtherPostretirementPlansBeforeTax Defined benefit pension plans adjustment, pretax us-gaap AccruedEnvironmentalLossContingenciesNoncurrent Environmental liabilities Branch Foreign Tax Credit Carryforward [Member] Information on branch foreign tax credit carry-forward. Net investment hedge liability Net investment hedge liabilities Net investment hedge liability us-gaap OtherComprehensiveIncomeLossForeignCurrencyTransactionAndTranslationAdjustmentBeforeTax Foreign currency translation adjustment, pretax ful DeferredTaxLiabilitiesPensionAndOtherPostretirementBenefitPlans Pension and other post-retirement benefit plans Amount of deferred tax liability attributable to taxable temporary differences from pension and other post-retirement benefit plans. Interest Rate Swap Related to Public Notes [Member] The interest rate swap that is related to the public notes. us-gaap DeferredCompensationLiabilityClassifiedNoncurrent Long-term deferred compensation ful OtherMiscellaneousIncomeExpenseNet Other, net The net amount of other miscellaneous operating income and expenses, the components of which are not separately disclosed on the income statement, from items that are associated with the entity's normal revenue producing operations. us-gaap OtherPostretirementDefinedBenefitPlanLiabilitiesNoncurrent Postretirement other than pension Foreign Exchange Forward [Member] us-gaap StockholdersEquity Total H.B. Fuller stockholders' equity us-gaap AccruedIncomeTaxesNoncurrent Long-term income tax liability Tissue Seal, LLC [Member] Information by asset acquisition. Total long-term debt, excluding current maturities Long-term debt, net of current maturities Currency Swap [Member] Interest Rate Swap [Member] Operating Segments [Member] us-gaap DerivativeFixedInterestRate Derivative, Fixed Interest Rate Derivatives, net of tax Derivative, net EX-101.PRE 14 Jul 20241130.pre.xml XBRL TAXONOMY EXTENSION PRESENTATION LINKBASE GRAPHIC 15 graph2024.jpg begin 644 graph2024.jpg M_JC X 0 D2D9J1 @ ! @ 2 I (XOPV17A19< 34T * @ (IP\$2, M ! \$ 4 ! 8 @ \$, 4 ! @ \$H, I (\$ Q M (4 < @ \$R (4 AH=I 0 ! G, @ (I M 0 \$ @ !06108F4<4&AO=&JS;&JP(#7U5F9VAL:FML;6YO8W1U=G-X>7 MI?U'U'W\$0 @ \$@! 0#! 4&!P<&!34! (1 R\$Q\$@!146%Q(A,%H&1%*&Q M0B/4AM/P,1R1X7*DD-3R6-S/\$E!A:BLH,JC7'TD235%,79\$55-G1EX0\$ MA,J3=>/S112DA;25Q-3D!*&6UQ=7EJ59F=H:6IK;&UNV\$=5V=WAY>GM? MV@, P\$ A\$*\$80 _/2,/PW8=1-%1)K9/L,^Z/)&P&P77 <>K, JI 1 Z/ DTE+&QD7KBX% M#Z#M#P*23^ M2VLM DW, C^LIGN@ L,: <8<=&R2)=JM9) &S(7+4J5W^B? T? JI>J 1 Z/ DTE M.6\$1/UDG16^VQL&-X<:6S!8L(TF?>*6F U P?I!IWUYH(6Z^CLJ>U3:W J= D+3J5W^B? _ FEZKO\$ J \A /Y 3GOHR69#6 M ZC:6TNN/NN<@PLI,?S1?ZQNQO=IZT,ZB&NGH^&P[W[2+6M]@&N]FAVW>S9 M:6KZK\$ J \A U-W72J P#T? J*878<+ N/5 F- N2^PX7 <>K, M ?JTN J3 \H DTON(C=6X D? W.WLY3?#A?> <K &# &W*V%ABE MY&5/5: S&^P5!#O F:/Z(D1 T/3L^A8 P#Q3AJOIYQ9 57%#! MH6/ _4S JOJH2U<[ADUA1T-3BYS^N+& /8T=7JFN _24Z^2A-WK?X \MD4IN _=, _JQ _BDIFDH3=^ZW _/ _)%YJK07.# T:DEQ _S4E)\$EC=3Z\$ M#R,AUM=IRKVC=793XN;3G4L0&+*QJ[!@6F0!_ D1* M,^.\$Z :IU-5< Z R\$ J,Q'91S'8E)R36:3>?3#04%?T/H^IDE M-Y5.IYV^@83\$S N,CXU18;+ 17 \$80ULQ/TGNVJ+6M? QJ7?";, & 1RTI/TQ MJC MQ1NZ3946Y%60160I 4:++=S2YHJV:J2F^AW P S9 5/Y1#0 F; M/ZI D1J1 H6\4S _D*>1_6?U3^10P? MCG P#%, ZD+&RNG=8. M-D!GSWL<^ES=W^A4ITW^R+MLJ,J3:L;L;H MPO 44223A=59+57I:P!>28 M=8/(<1^RJOZ4Q<Z7I5C[F A#&?& \A%(I^P7\$L,;/_T ZYC, G>E &Z31NK4F^S&HK?;D5\$-9.6:EK+6D^R#&=7MLJUK/T;H\$SBO MQ(OVNS+BP T,;?1;767SCMOJ[7L ZVB8W3L3&P^8Y&=ON-3&-WNC9 MO?M;G:6H^Q ^D=JS7\ R*2EJ]J6EM\$ P.YT_ GO=^&Y3 L4-55Q^D M5TXM&H.[^OKFO ^D=IS? (J; 21WW- P#(M!;PP;F;C7FWC9^AWIO / *G-V VU5 _U-W4S9N P17%,VL[K(I<@>YQ<1 MIH:MWJ^F?7 9IM1*S^>J1:>Q ^D=IS?& R6Q P#1?7W MIMM04L^J[!@973Z+L5]M[K;6&EJ[JO8^YGTG74,J]I+C /JUL2 1,7?U3^10PZ7% C P#%, ZD^AD1+O9FV9F\$UCGVUO:X6VW ;G#3 M]&Q H^GO;7^92Z/SS\$E.LD]6)5GEUGVWTPW3TO1LLJ][Q9ZD?R=NU&MI?L ON M.^1&JSR(GW?1=^ZDI.DLJMG7?4 L9C^F7LW\$6W3LVM^T\$-CZ?][O O X+^=JZ MT?1;XO\JW _J])21)9KZNL;08^2T?);-E.H.V; W= +1J?T^N>HK;J3Z?2 MR0+&SOYM[INW-G623%GK/L\$LYLIGS _JJC MB5=1W!N6^VUAIUJML<=P/M G-GBY2F^DA.HJIV.<1[27.(GS)P6;6SZPF/4 MKQAS(\$;C:W-WZ-W\$H 4X(O=)M MJVJETJ3WGI^Z+ZPR6Y^H=ZHO^:PTD-M^8Z^J]V+V?J-6OTO(O P+1+ M _J2^G+R]9W%M;.CU;3 &N4J0=G9X8UXK#G%>J;J P+ FB]V95C/3 MLV^HWW?0?][TOZ]6OTO(O P+1+) -3J4.T2 1/1C(+0TMXG=N.2U MVUO _1?I=GPTM]#B0Z6M;6PB8J53E7G F; &?@>K7Z7^? P1?I?Y?Y &XDI M13EYEA<[!-OILB?V^U?Z3RK\$SLSL-\$0&NEY;0&MD-U 3?TIWL K>G P15C1+ M + ^#2 2 P O P 2024USUFYH^M^T2(8W3S=&^MJ+LJ,;M]@=NFOQC7\$0&GW?K M36^<[P M6OTO(O _#2 2 R P#P;35;GYC^IAIW ^O.RBX>HT,;O8R^M#2 MI>0S]Z\$ZO(O YO=>^XKM [S9 5/Y\$,>K/^>^7J-WJ ^D ^<^B>?3\$E/ V2 M M\$J0&:J;T;W-H,W @.RXP #A^24T\$)0 \$ X M0DE- ^T 1 2 0! (0 ! \$))300F . M #^ XODE-! T 0 !X.\$))3009 \$ 'CA^24T# MP ^0 0 XODE-! H \$ #A^24TG\$ @ ! M \$XODE- _4 \$ @ +V9F \$;&9F 8 \$ +V9F \$ MH9F: 8 \$,@ \$ 6@ 8 \$ -0 +0 8 M XODE- @ ! ^#Z \$ M ^@ M P/H / ^#Z.)\$300 M \$XODE! (0 .))300(0 0 D) M #A^24T\$ @ ! XODE-!H TD & M ^ "E@ H 50N! 0 :0IT & P 90ID ^T , 0 \$ M 0 ^E@ 8(0 M 0 0 &YU&P ^ IF)O=6YD M1'D)N%L=9N6YU; 0 J%4VQ18V5;(W)Z06QJ M9VX ^9&S875L= EV97)T06Q18V5;G5M ^T53;&EC959E7IE96YU;0 J%4VQ18V5) MIT-O&J;R5 EP90 L^,VYE ^71O<\$J U+>=E &QOF< "FOE M9G1=71S971L;VY VJ;VUJ:71S971L;VYG MR

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Document And Entity Information - USD (\$)	12 Months Ended		
	Nov. 30, 2024	Jan. 17, 2025	Jun. 01, 2024
Document Information [Line Items]			
Entity Central Index Key	0000039368		
Entity Registrant Name	FULLER H B CO		
Amendment Flag	false		
Current Fiscal Year End Date	--11-30		
Document Fiscal Period Focus	FY		
Document Fiscal Year Focus	2024		
Document Type	10-K		
Document Annual Report	true		
Document Period End Date	Nov. 30, 2024		
Document Transition Report	false		
Entity File Number	001-09225		
Entity Incorporation, State or Country Code	MN		
Entity Tax Identification Number	41-0268370		
Entity Address, Address Line One	1200 Willow Lake Boulevard		
Entity Address, City or Town	St. Paul		
Entity Address, State or Province	MN		
Entity Address, Postal Zip Code	55110-5101		
City Area Code	651		
Local Phone Number	236-5900		
Title of 12(b) Security	Common Stock, par value \$1.00		
Trading Symbol	FUL		
Security Exchange Name	NYSE		
Entity Well-known Seasoned Issuer	Yes		
Entity Voluntary Filers	No		
Entity Current Reporting Status	Yes		
Entity Interactive Data Current	Yes		
Entity Filer Category	Large Accelerated Filer		
Entity Small Business	false		
Entity Emerging Growth Company	false		
ICFR Auditor Attestation Flag	true		
Document Financial Statement Error Correction [Flag]	false		
Entity Shell Company	false		
Entity Public Float			\$ 4,325,683,048
Entity Common Stock, Shares Outstanding		54,675,121	
Auditor Name	Ernst & Young LLP		
Auditor Location	Minneapolis, Minnesota		
Auditor Firm ID	42		

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Consolidated Statements of Income - USD (\$)	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
shares in Thousands, \$ in Thousands			
Net revenue	\$ 3,568,736	\$ 3,510,934	\$ 3,749,183
Cost of sales	(2,506,859)	(2,502,037)	(2,785,484)
Gross profit	1,061,877	1,008,897	963,699
Selling, general and administrative expenses	(713,657)	(653,760)	(640,981)
Other Operating Income (Expense), Net	(37,115)	9,682	12,952
Interest expense	(133,124)	(134,602)	(91,521)
Interest income	4,682	3,943	7,779
Income from continuing operations before income taxes and income from equity method investments	182,663	234,160	251,928
Income tax expense	(56,381)	(93,529)	(77,186)
Income from equity method investments	4,113	4,357	5,665
Net income including non-controlling interest	130,395	144,988	180,407
Net income attributable to non-controlling interest	(139)	(82)	(94)
Net income attributable to H.B. Fuller	\$ 130,256	\$ 144,906	\$ 180,313
Earnings per share attributable to H.B. Fuller common stockholders:			
Basic (in dollars per share)	\$ 2.37	\$ 2.67	\$ 3.37
Diluted (in dollars per share)	\$ 2.3	\$ 2.59	\$ 3.26
Weighted-average common shares outstanding:			
Basic (in shares)	54,932	54,332	53,580
Diluted (in shares)	56,629	55,958	55,269

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Consolidated Statements of Comprehensive Income - USD (\$)	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
\$ in Thousands			
Net income including non-controlling interest	\$ 130,395	\$ 144,988	\$ 180,407
Foreign currency translation	(74,764)	17,322	(131,806)
Defined benefit pension plans adjustment, net of tax	38,438	792	(15,063)
Other comprehensive (loss) income	(30,173)	8,479	(181,171)
Comprehensive income (loss)	100,222	153,467	(764)
Less: Comprehensive income attributable to non-controlling interest	481	84	33
Comprehensive income (loss) attributable to H.B. Fuller	99,741	153,383	(797)
Interest Rate Swap [Member]			
Derivatives, net of tax	[1] (11,216)	4,472	9,924
Other Contract [Member]			
Derivatives, net of tax	0	0	(3,483)
Net Investment Hedges [Member]			
Derivatives, net of tax	[1] \$ 17,369	\$ (14,107)	\$ (40,743)

[1] Loss reclassified from accumulated other comprehensive income (loss) into earnings is reported in other income, net.

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Consolidated Balance Sheets - USD (\$)	12 Months Ended	
	Nov. 30, 2024	Dec. 02, 2023
\$ in Thousands		
Current assets:		
Cash and cash equivalents	\$ 169,352	\$ 179,453
Trade receivables, net	558,336	577,932

Inventories	467,498	442,040
Other current assets	104,019	112,678
Total current assets	1,299,205	1,312,103
Property, Plant and Equipment, Net	881,927	824,655
Goodwill	1,532,221	1,486,512
Other intangibles, net	770,226	729,140
Other assets	449,665	371,165
Total assets	[1] 4,933,244	4,723,575
Liabilities, Current [Abstract]		
Notes payable	587	1,841
Accounts Payable, Current	491,435	439,700
Accrued compensation	106,005	95,680
Income taxes payable	24,225	47,688
Accrued Liabilities, Current	97,038	107,902
Total current liabilities	719,290	692,811
Long-term debt, net of current maturities	2,010,052	1,836,590
Accrued pension liabilities	51,755	50,189
Other Liabilities, Noncurrent	322,299	388,072
Total liabilities	3,103,396	2,967,662
Commitments and contingencies (Note 14)		
H.B. Fuller stockholders' equity:		
Preferred stock (no shares outstanding) Shares authorized – 10,045,900	0	0
Common stock, par value \$1.00 per share, Shares authorized – 160,000,000, Shares outstanding – 54,657,103 and 54,092,987 for 2024 and 2023, respectively	54,657	54,093
Additional paid-in capital	322,636	301,485
Retained earnings	1,924,761	1,842,507
Accumulated other comprehensive loss	(473,395)	(442,880)
Total H.B. Fuller stockholders' equity	1,828,659	1,755,205
Non-controlling interest	1,189	708
Total equity	1,829,848	1,755,913
Total liabilities, non-controlling interest and total equity	\$ 4,933,244	\$ 4,723,575

[1] Segment assets include primarily inventory, accounts receivable, property, plant and equipment, goodwill, intangible assets and other miscellaneous assets. Corporate assets include primarily corporate property, plant and equipment, deferred tax assets, certain investments and other assets.

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Consolidated Balance Sheets
(Parentheticals) - \$ / Nov. 30, 2024 Dec. 02, 2023
shares

Preferred stock, shares authorized (in shares)	10,045,900	10,045,900
Preferred stock, shares outstanding (in shares)	0	0
Common stock, par value (in dollars per share) \$ 1	\$ 1	\$ 1
Common stock, shares authorized (in shares)	160,000,000	160,000,000
Common stock, shares outstanding (in shares)	54,657,103	54,092,987

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Consolidated Statements of Total Equity - USD (\$) \$ in Thousands	Common Stock [Member]	Additional Paid-in Capital [Member]	Retained Earnings [Member]	AOCI Attributable to Parent [Member]	Noncontrolling Interest [Member]	Total
Balance at Nov. 28, 2020	\$ 52,778	\$ 213,637	\$ 1,600,601	\$ (270,247)	\$ 591	\$ 1,597,360
Comprehensive loss	0	0	180,313	(181,110)	33	(764)
Dividends	0	0	(39,555)	0	0	(39,555)
Stock option exercises	658	29,464	0	0	0	30,122
Share-based compensation plans other, net	296	27,284	0	0	0	27,580
Repurchases of common stock	(55)	(3,894)	0	0	0	(3,949)
Balance at Dec. 03, 2022	53,677	266,491	1,741,359	(451,357)	624	1,610,794
Comprehensive loss	0	0	144,906	8,477	84	153,467
Dividends	0	0	(43,758)	0	0	(43,758)
Stock option exercises	314	14,304	0	0	0	14,618
Share-based compensation plans other, net	140	23,219	0	0	0	23,359
Repurchases of common stock	(38)	(2,529)	0	0	0	(2,567)
Balance at Dec. 02, 2023	54,093	301,485	1,842,507	(442,880)	708	1,755,913
Comprehensive loss	0	0	130,256	(30,515)	481	100,222
Dividends	0	0	(48,002)	0	0	(48,002)
Stock option exercises	747	35,180	0	0	0	35,927
Share-based compensation plans other, net	325	25,020	0	0	0	25,345
Repurchases of common stock	(508)	(39,049)	0	0	0	(39,557)
Balance at Nov. 30, 2024	\$ 54,657	\$ 322,636	\$ 1,924,761	\$ (473,395)	\$ 1,189	\$ 1,829,848

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Consolidated Statements of Cash Flows - USD (\$) \$ in Thousands	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Cash flows from operating activities:			
Net income including non-controlling interest	\$ 130,395	\$ 144,988	\$ 180,407
Adjustments to reconcile net income including non-controlling interest to net cash provided by operating activities:			
Depreciation	91,054	80,327	72,593
Amortization	83,656	79,514	74,383
Deferred income taxes	(36,186)	(25,114)	(15,230)
(Income) loss from equity method investments, net of dividends received	(537)	1,259	(9)
Foreign currency remeasurement	9,724	(28,011)	6,213
Loss on impairment of assets held for sale	47,267	0	0
Loss on impairment of equity investment	1,966	0	0
Gain from insurance proceeds	(4,871)	0	0
(Gain) loss on disposal of assets	(501)	59	(1,195)
Share-based compensation	21,914	19,911	24,368
Pension and other postretirement benefit plan contributions	(2,909)	(4,346)	(3,009)
Pension and other postretirement benefit plan income	(14,444)	(18,591)	(24,021)
Debt issuance cost write-off	0	2,689	0
(Gain) loss on fair value adjustment on contingent consideration liabilities	(500)	2,893	0
Change in assets and liabilities, net of effects of acquisitions:			
Trade receivables, net	10,749	68,721	(24,753)
Inventories	(30,099)	72,576	(55,772)
Other assets	(17,465)	(7,927)	46,499

Trade payables	47,915	(57,752)	(22,629)
Accrued compensation	12,653	(13,836)	1,135
Other accrued expenses	6,008	(3,070)	6,303
Income taxes payable	(23,090)	41,190	(12,873)
Other liabilities	(30,262)	22,918	4,104
Net cash provided by operating activities	302,437	378,398	256,514
Cash flows from investing activities:			
Purchased property, plant and equipment	(139,238)	(119,137)	(129,964)
Purchased businesses, net of cash acquired	(273,863)	(205,093)	(250,807)
Proceeds from sale of property, plant and equipment	1,152	5,029	1,556
Proceeds from insurance recoveries	4,871	0	0
Cash received from government grant	0	0	3,928
Net cash used in investing activities	(407,078)	(319,201)	(375,287)
Cash flows from financing activities:			
Proceeds from issuance of long-term debt	1,932,900	2,233,300	335,000
Repayment of long-term debt	(1,764,870)	(2,126,450)	(159,500)
Payment of debt issue costs	(3,493)	(10,214)	(600)
Net (payment on) proceeds from notes payable	(1,219)	(28,674)	3,455
Dividends paid	(47,598)	(43,395)	(39,207)
Contingent consideration payment	0	(1,477)	(5,000)
Proceeds from stock options exercised	35,927	14,619	30,122
Repurchases of common stock	(39,558)	(2,567)	(3,950)
Net cash provided by financing activities	112,089	35,142	160,320
Effect of exchange rate changes on cash and cash equivalents	(17,549)	5,204	(23,423)
Net change in cash and cash equivalents	(10,101)	99,543	18,124
Cash and cash equivalents at beginning of year	179,453	79,910	61,786
Cash and cash equivalents at end of year	169,352	179,453	79,910
Supplemental disclosure of cash flow information:			
Dividends paid with company stock	404	363	348
Cash paid for interest, net of amount capitalized of \$1,859, \$1,769, and \$1,518 for the years ended November 30, 2024, December 2, 2023 and December 3, 2022, respectively	134,743	136,959	83,527
Cash paid for income taxes, net of refunds	\$ 123,091	\$ 71,261	\$ 73,449

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Consolidated	12 Months Ended		
Statements of Cash Flows			
(Parentheticals) - USD (\$)	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
\$ in Thousands			
Capitalized interest costs	\$ 1,859	\$ 1,769	\$ 1,518

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Note 1 - Nature of Business and Summary of Significant Accounting Policies - USD (\$)	12 Months Ended		
	Nov. 30, 2024		Dec. 02, 2023
\$ in Thousands			
Liabilities [Abstract]			
Accounts Payable, Current	\$ 491,435		\$ 439,700
Notes to Financial Statements			
Business Description and Accounting Policies [Text Block]	Note 1: Nature of Business and Summary of Significant Accounting Policies		

Nature of Business

H.B. Fuller Company and our subsidiaries formulate, manufacture and market specialty adhesives, sealants, coatings, polymers, tapes, encapsulants, additives and other specialty chemical products globally, with sales operations in 35 countries in North America, Europe, Latin America, Asia Pacific, India, the Middle East and Africa.

We have three reportable segments: Hygiene, Health and Consumable Adhesives, Engineering Adhesives and Construction Adhesives. In 2024, as a percentage of total net revenue by operating segment, Hygiene, Health and Consumable Adhesives accounted for 43 percent, Engineering Adhesives 41 percent and Construction Adhesives 16 percent.

Our Hygiene, Health and Consumable Adhesives operating segment produces and supplies a full range of specialty industrial adhesives such as thermoplastic, thermoset, reactive, water-based and solvent-based products for applications in various markets, including packaging (food and beverage containers, flexible packaging, consumer goods, package integrity and re-enforcement, and non-durable goods), converting (corrugation, folding carton, tape and label, paper converting, envelopes, books, multi-wall bags, sacks, and tissue and towel), nonwoven and hygiene (disposable diapers, feminine care and medical garments) and health and beauty.

Our Engineering Adhesives operating segment produces and supplies high performance industrial adhesives such as reactive, light cure, two-part liquids, polyurethane, silicone, film and fast cure products to the durable assembly (appliances and filters), performance wood (windows, doors and wood flooring) and textile (footwear and sportswear), transportation, electronics, clean energy, aerospace and defense, appliance, heavy machinery and insulating glass markets.

Our Construction Adhesives operating segment includes products used for tile setting (adhesives, grouts, mortars, sealers and levelers), the commercial roofing industry (pressure-sensitive adhesives, tapes and sealants) and heating, ventilation and air conditioning and insulation applications (duct sealants, weather barriers and fungicidal coatings and block fillers). This operating segment also includes caulks and sealants for the consumer market and professional trade, sold through retailers, primarily in Australia.

Principles of Consolidation

The Consolidated Financial Statements include the accounts of H.B. Fuller Company and its wholly-owned and majority-owned subsidiaries. All significant intercompany transactions and accounts have been eliminated. Investments in affiliated companies in which we exercise significant influence, but which we do not control, are accounted for in the Consolidated Financial Statements under the equity method of accounting. As such, consolidated net income includes our equity portion in current earnings of such companies, after elimination of intercompany profits. Investments in which we do not exercise significant influence (generally less than a 20 percent ownership interest) are accounted for using the measurement alternative.

Our 50 percent ownership in Sekisui-Fuller Company, Ltd., our Japan joint venture, is accounted for under the equity method of accounting as we do not exercise control over the investee. In fiscal years 2024, 2023 and 2022, this equity method investment was not significant as defined in Regulation S-X under the Securities Exchange Act of 1934. As such, financial information as of November 30, 2024, December 2, 2023, and December 3, 2022 for Sekisui-Fuller Company, Ltd. is not required.

Our fiscal year ends on the Saturday closest to November 30. Fiscal year-end dates were November 30, 2024, December 2, 2023, and December 3, 2022 for 2024, 2023 and 2022, respectively. Every five or six years we have a 53rd week in our fiscal year. 2022 was a 53-week year.

Use of Estimates

Preparation of the Consolidated Financial Statements in conformity with U.S. generally accepted accounting principles ("U.S. GAAP") requires us to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

Revenue Recognition

We sell a variety of adhesives, sealants and other specialty chemical products to a diverse customer base. The vast majority of our arrangements contain a single performance obligation to transfer manufactured goods to the customer as governed by an individual purchase order.

We recognize revenue at the amount of consideration to which we expect to be entitled in exchange for transferring the promised goods to the customer. The transaction price includes an estimation of any variable amounts of consideration to which we will be entitled. The most common forms of variable consideration within our arrangements are customer rebates, which are recorded as a reduction to revenue at the time of the initial sale using the expected value method. The expected value method is the sum of probability-weighted amounts in a range of possible consideration amounts and is based on a consideration of historical, current and forecast information. Changes in estimates are updated each reporting period. There are no material instances where variable consideration is constrained and not recorded at the initial time of sale. Product returns are recorded as a reduction to revenue based on historical experience and anticipated sales returns that occur in the normal course of business. We primarily have assurance-type warranties that do not result in separate performance obligations. We have elected to present revenue net of sales and other similar taxes.

We recognize revenue when control of goods is transferred to the customer. For the vast majority of our arrangements, control transfers at a point in time either upon shipment or upon delivery of the goods to the customer. The timing of transfer of control is determined considering the timing of the transfer of legal title, physical possession, and risks and rewards of goods to the customer.

We record shipping and handling revenue in net revenue and outbound shipping and handling costs in cost of goods sold. The majority of our shipping and handling activities are performed prior to transfer of control of the goods to the customer. For those arrangements where we provide shipping and handling services after control of the goods has transferred to the customer,

we have elected the practical expedient allowed under Financial Accounting Standards Board ("FASB") Accounting Standard Codification ("ASC") Topic 606 to account for these activities as a fulfillment cost rather than as a separate performance obligation.

Provisions for sales returns are estimated based on historical experience and are adjusted for known returns, if material. Customer incentive programs (primarily volume purchase rebates) and arrangements such as cooperative advertising, slotting fees and buy-downs are recorded as a reduction of net revenue in accordance with ASC 606. Customer incentives recorded in the Consolidated Statements of Income as a reduction of net revenue were \$43,548, \$35,896 and \$50,146 in 2024, 2023 and 2022, respectively.

For certain products, consigned inventory is maintained at customer locations. For this inventory, revenue is recognized in the period that the inventory is consumed. Sales to distributors require a distribution agreement or purchase order. As a normal practice, distributors do not have a right of return.

Cost of Sales

Cost of sales includes raw materials, container costs, direct labor, manufacturing overhead, freight costs and other less significant indirect costs related to the production of our products.

Selling, General and Administrative Expenses

Selling, general and administrative ("SG&A") expenses include sales and marketing, research and development, technical and customer service, finance, legal, human resources, general management and similar expenses.

Income Taxes

The income tax provision is computed based on income before income from equity method investments included in the Consolidated Statement of Income. The asset and liability approach is used to recognize deferred tax assets and liabilities for the expected future tax consequences of temporary differences between the carrying amounts and the tax bases of assets and liabilities. Enacted statutory tax rates applicable to future years are applied to differences between the financial statement carrying amounts and the tax basis of existing assets and liabilities. The effect on deferred taxes of a change in tax rates is recognized in income in the period that includes the enactment date. Valuation allowances reduce deferred tax assets when it is not more-likely-than-not that a tax benefit will be realized. See Note 11 for further information.

Acquisition Accounting

As we enter into business combinations, we perform acquisition accounting requirements including the following:

- Identifying the acquirer,
- Determining the acquisition date,
- Recognizing and measuring the identifiable assets acquired and the liabilities assumed, and
- Recognizing and measuring goodwill or a gain from a bargain purchase

We complete valuation procedures and record the resulting fair value of the acquired assets and assumed liabilities based upon the valuation of the business enterprise and the tangible and intangible assets acquired. Enterprise value allocation methodology requires management to make assumptions and apply judgment to estimate the fair value of assets acquired and liabilities assumed. If estimates or assumptions used to complete the enterprise valuation and estimates of the fair value of the acquired assets and assumed liabilities significantly differed from assumptions made, the resulting difference could materially affect the fair value of net assets.

The calculation of the fair value of the tangible assets, including property, plant and equipment, utilizes the cost approach, which computes the cost to replace the asset, less accrued depreciation resulting from physical deterioration, functional obsolescence and external obsolescence. The calculation of the fair value of the identified intangible assets is determined using cash flow models following the income approach or a discounted market-based methodology approach. Significant inputs include estimated revenue growth rates, gross margins, operating expenses and estimated attrition, royalty and discount rates. Goodwill is recorded as the difference in the fair value of the acquired assets and assumed liabilities and the purchase price.

Cash Equivalents

Cash equivalents are highly liquid instruments with an original maturity of three months or less. We review cash and cash equivalent balances on a bank by bank basis to identify book overdrafts. Book overdrafts occur when the amount of outstanding checks exceed the cash deposited at a given bank. Book overdrafts, if any, are included in trade payables in our Consolidated Balance Sheets and in operating activities in our Consolidated Statements of Cash Flows.

Restrictions on Cash

There were no restrictions on cash as of November 30, 2024 or December 2, 2023. There are no contractual or regulatory restrictions on the ability of consolidated and unconsolidated subsidiaries to transfer funds to us, except for typical statutory restrictions which prohibit distributions in excess of net capital or similar tests. The majority of our cash in non-U.S. locations is considered indefinitely reinvested.

Trade Receivables and Allowances

Trade receivables are recorded at the invoiced amount and do not bear interest. Allowances are maintained for doubtful accounts, credits related to pricing or quantities shipped and early payment discounts. The allowance for doubtful accounts includes an estimate of future uncollectible receivables based on the aging of the receivable balance and our collection experience. The allowance also includes specific customer accounts when it is probable that the full amount of the receivable will not be collected. Current expectations of future credit losses using market and industry data are considered in the specific customer accounts. See Note 4 for further information.

Inventories

Inventories are recorded at cost as determined by the weighted-average cost method and are valued at the lower of cost or net realizable value.

Investments

Investments with a value of \$9,814 and \$9,334 represent the cash surrender value of life insurance contracts as of November 30, 2024 and December 2, 2023, respectively. These assets are held to primarily support supplemental pension plans and are recorded in other assets in the Consolidated Balance Sheets. The corresponding gain or loss associated with these contracts is reported in earnings each period as a component of selling, general and administrative expenses.

Equity Investments

Investments in an entity where we own less than 20% of the voting stock of the entity and do not exercise significant influence over operating and financial policies of the entity are accounted for using the measurement alternative at cost less impairment plus or minus observable price changes in orderly transactions. We have a policy in place to review our investments at least annually, to evaluate the accounting method and identify observable price changes that could indicate impairment. If we believe that an impairment exists, it is our policy to calculate the fair value of the investment and recognize as impairment any amount by which the carrying value exceeds the fair value of the investment. We recognized impairment of \$339 and \$303 for the years ended November 30, 2024 and December 3, 2022, respectively, and did not have any impairment of our equity investments for the year ended December 2, 2023. The book value of the equity investments was \$1,023 and \$1,362 as of November 30, 2024 and December 2, 2023, respectively and are presented in Other assets in the Consolidated Balance Sheets.

Property, Plant and Equipment

Property, plant and equipment are carried at cost and depreciated over the useful lives of the assets using the straight-line method. Estimated useful lives range from 20 to 40 years for buildings and improvements, 3 to 20 years for machinery and equipment, and the shorter of the lease or expected life for leasehold improvements. Fully depreciated assets are retained in property and accumulated depreciation accounts until removed from service. Upon disposal, assets and related accumulated depreciation are removed. Upon sale of an asset, the difference between the proceeds and remaining net book value is charged or credited to other (expense) income, net on the Consolidated Statements of Income. Expenditures that add value or extend the life of the respective assets are capitalized, while expenditures that are typical recurring repairs and maintenance are expensed as incurred. Interest costs associated with construction and implementation of property, plant and equipment of \$1,859, \$1,769 and \$1,518 were capitalized in 2024, 2023 and 2022, respectively.

Goodwill

We evaluate our goodwill for impairment annually at the beginning of the fourth quarter or earlier upon the occurrence of substantive unfavorable changes in economic conditions, industry trends, costs, cash flows or ongoing declines in market capitalization. The quantitative impairment test requires judgment, including the identification of reporting units, the assignment of assets, liabilities and goodwill to reporting units, and the determination of fair value of each reporting unit. The impairment test requires the comparison of the fair value of each reporting unit with its carrying amount, including goodwill. In performing the impairment test, we determined the fair value of our reporting units through the income approach by using discounted cash flow ("DCF") analyses. Determining fair value requires the Company to make judgments about appropriate discount rates, perpetual growth rates and the amount and timing of expected future cash flows. The cash flows employed in the DCF analysis for each reporting unit are based on the reporting unit's budget, long-term business plan and recent operating performance. Discount rate assumptions are based on an assessment of the risk inherent in the future cash flows of the respective reporting unit and market conditions. If the estimated fair value of a reporting unit exceeds its carrying value, goodwill is considered to not be impaired. If the carrying value exceeds estimated fair value, an impairment charge is recorded for any excess of the carrying value over the estimated fair value. Based on the analysis performed for our fiscal 2024 annual impairment test, there were no indications of impairment for any of our reporting units. See Note 5 for further information.

Intangible Assets

Intangible assets include patents, customer lists, technology, trademarks and other intangible assets acquired from independent parties and are amortized on a straight-line basis with estimated useful lives ranging from 2 to 20 years. The straight-line method of amortization of these assets reflects an appropriate allocation of the costs of the intangible assets to earnings in proportion to the amount of economic benefits obtained in each reporting period.

Impairment of Long-Lived Assets

Our long-lived assets are tested for impairment whenever events or circumstances indicate that a carrying amount of an asset (asset group) may not be recoverable. An impairment loss would be measured and recognized when the carrying amount of an asset (asset group) exceeds the estimated undiscounted future cash flows expected to result from the use of the asset (asset group) and its eventual disposition. The impairment loss to be recorded would be the excess of the asset's carrying value over its fair value. Fair value is generally determined using a DCF analysis or other valuation technique. Costs related to internally developed intangible assets are expensed as incurred.

Foreign Currency Translation

Assets and liabilities of non-U.S. functional currency entities are translated to U.S. dollars at period-end exchange rates, and the resulting gains and losses arising from the translation of those net assets are recorded as a cumulative translation adjustment, a component of accumulated other comprehensive income (loss) in stockholders' equity. Revenues and expenses are translated using average exchange rates during the year. Foreign currency transaction gains and losses are included in other (expense) income, net in the Consolidated Statements of Income.

We consider a subsidiary's sales price drivers, currency denomination of sales transactions and inventory purchases to be the primary indicators in determining a foreign subsidiary's functional currency. Our subsidiaries in certain European countries have a functional currency different than their local currency. All other foreign subsidiaries, which are located in North America, Latin America, Europe, India, the Middle East and Africa ("EIMEA") and Asia Pacific, have the same local and functional currency.

We sponsor defined-benefit pension plans in both the U.S. and non-U.S. entities. Also in the U.S., we sponsor other postretirement plans for health care and life insurance benefits. Expenses and liabilities for the pension plans and other postretirement plans are actuarially calculated. These calculations are based on our assumptions related to the discount rate, expected return on assets, projected salary increases, health care cost trend rates and mortality rates. The discount rate assumption is determined using an actuarial yield curve approach, which results in a discount rate that reflects the characteristics of the plan. The approach identifies a broad population of corporate bonds that meet the quality and size criteria for the particular plan. We use this approach rather than a specific index that has a certain set of bonds that may or may not be representative of the characteristics of our particular plan. Our expected long-term rate of return on U.S. plan assets was based on our target asset allocation assumption of 55 percent equities and 45 percent fixed income. Management, in conjunction with our external financial advisors, determines the expected long-term rate of return on plan assets by considering the expected future returns and volatility levels for each asset class that are based on historical returns and forward-looking observations. The expected long-term rate of return on plan assets assumption used in each non-U.S. plan is determined on a plan-by-plan basis for each local jurisdiction and is based on expected future returns for the investment mix of assets currently in the portfolio for that plan. Management, in conjunction with our external financial advisors, develops expected rates of return for each plan, considers expected long-term returns for each asset category in the plan, reviews expectations for inflation for each local jurisdiction, and estimates the impact of active management of the plan's assets. Note 10 includes disclosure of assumptions employed in these measurements for both the non-U.S. and U.S. plans.

Asset Retirement Obligations

We recognize asset retirement obligations ("ARO") in the period in which we have an existing legal obligation associated with the retirement of a tangible long-lived asset, and the amount can be reasonably estimated. The ARO is recognized at fair value when the liability is incurred. Upon initial recognition of a liability, that cost is capitalized as part of the related long-lived asset and depreciated on a straight-line basis over the remaining estimated useful life of the related asset. We have recognized a liability related to special handling of asbestos related materials in certain facilities for which we have plans or expectation of plans to undertake a major renovation or demolition project that would require the removal of asbestos or have plans or expectation of plans to exit a facility. In addition, we have determined that we have facilities with some level of asbestos that will require abatement action in the future. Once the probability and timeframe of an action are determined, we apply certain assumptions to determine the related liability and asset. These assumptions include the use of inflation rates, the use of credit adjusted risk-free discount rates and the estimation of costs to handle asbestos related materials. The recorded liability is required to be adjusted for changes resulting from the passage of time and/or revisions to the timing or the amount of the original estimate. The asset retirement obligation liability was \$3,321 and \$3,147 at November 30, 2024 and December 2, 2023, respectively.

Environmental Costs

Environmental expenditures that relate to current operations are expensed or capitalized as appropriate. Expenditures that relate to an existing condition caused by past operations, and which do not contribute to current or future revenue generation, are expensed. Liabilities are recorded when environmental assessments are made, or remedial efforts are probable, and the costs can be reasonably estimated. The timing of these accruals is generally no later than the completion of feasibility studies.

Contingent Consideration Liability

Concurrent with business acquisitions, we enter into agreements that require us to pay the sellers a certain amount based upon a formula related to the entity's financial results. The change in fair value of the contingent consideration liability is recorded in SG&A expenses in the Consolidated Statements of Income.

Share-based Compensation

We have various share-based compensation programs which provide for equity awards, including non-qualified stock options, incentive stock options, restricted stock units, performance awards and deferred compensation. We use the straight-line attribution method to recognize compensation expense associated with share-based awards based on the fair value on the date of grant, net of the estimated forfeiture rate. Expense is recognized over the requisite service period related to each award, which is the period between the grant date and the earlier of the award's stated vesting term or the date the employee is eligible for early retirement based on the terms of the plan. The fair value of stock options is estimated using the Black-Scholes option pricing model. All of our stock compensation expense is recorded in SG&A expenses in the Consolidated Statements of Income. See Note 9 for additional information.

Earnings per Share

Basic earnings per share is calculated by dividing net income attributable to H.B. Fuller by the weighted-average number of common shares outstanding during the applicable period. Diluted earnings per share is based upon the weighted-average number of common and common equivalent shares outstanding during the applicable period. The difference between basic and diluted earnings per share is attributable to share-based compensation awards. We use the treasury stock method to calculate the effect of outstanding awards, which computes total employee proceeds as the sum of (a) the amount the employee must pay upon exercise of the award and (b) the amount of unearned share-based compensation costs attributed to future services. Share-based compensation awards for which total employee proceeds exceed the average market price over the applicable period have an antidilutive effect on earnings per share, and accordingly, are excluded from the calculation of diluted earnings per share. The computations for basic and diluted earnings per share are as follows:

(in thousands, except per share data)	2024	2023	2022
Net income attributable to H.B. Fuller	\$ 130,256	\$ 144,906	\$ 180,313
Weighted-average common shares - basic	54,932	54,332	53,580
Equivalent shares from share-based compensation plans	1,697	1,626	1,689
Weighted-average common and common equivalent shares - diluted	56,629	55,958	55,269
Basic earnings per share	\$ 2.37	\$ 2.67	\$ 3.37
Diluted earnings per share	\$ 2.30	\$ 2.59	\$ 3.26

Share-based compensation awards for 853,398, 1,089,054 and 707,197 shares for 2024, 2023 and 2022, respectively, were excluded from the diluted earnings per share calculation because they were antidilutive.

Financial Instruments and Derivatives

As a part of our ongoing operations, we are exposed to market risks such as changes in foreign currency exchange rates and interest rates. To manage these risks, we may enter into derivative transactions pursuant to our established policies.

Our objective is to balance, where possible, non-functional currency denominated assets to non-functional currency denominated liabilities to have a natural hedge and minimize foreign exchange impacts. We minimize risks from foreign currency exchange rate fluctuations through normal operating and financing activities and, when deemed appropriate, through the use of derivative instruments. Derivatives consisted primarily of forward currency contracts used to manage foreign currency denominated assets and liabilities. For derivative instruments outstanding that were not designated as hedges for accounting purposes, the gains and losses related to mark-to-market adjustments were recognized as other income or expense in the income statement during the periods the derivative instruments were outstanding. To manage exposure to currency rate movements on expected cash flows, the Company may enter into cross-currency swap agreements.

The Company manages interest expense using a mix of fixed and floating rate debt. To manage exposure to interest rate movements and to reduce borrowing costs, the Company may enter into interest rate swap agreements.

Changes in the fair values of derivatives are recorded in net earnings or other comprehensive income, based on the type of derivative, and whether the instrument is designated and effective as a hedge transaction. Gains or losses on derivative instruments reported in accumulated other comprehensive income (loss) are reclassified to earnings in the period the hedged item affects earnings. Any ineffectiveness is recognized in earnings in the current period. We maintain master netting arrangements that allow us to net settle contracts with the same counterparties; we do not elect to offset amounts in our Consolidated Balance Sheet. These arrangements generally do not call for collateral. We do not enter into any speculative positions with regard to derivative instruments. See Note 12 for further information regarding our financial instruments.

Purchase of Company Common Stock

Under the Minnesota Business Corporation Act, repurchased stock is included in authorized shares, but is not included in shares outstanding. The excess of the repurchase cost over par value is charged to additional paid-in capital. When additional paid-in capital is exhausted, the excess reduces retained earnings. We indirectly repurchased 93,102, 113,868 and 49,869 shares of common stock in 2024, 2023 and 2022, respectively, through a net-settlement feature in connection with the statutory minimum tax withholding related to vesting of restricted stock. We repurchased 407,400 shares of common stock from our share repurchase program in 2024. No shares were repurchased from our share repurchase program in 2023 and 2022.

Supplier Finance Program

We have agreements with third parties to provide supplier finance programs which facilitate participating suppliers' ability to finance payment obligations of the Company with designated third-party financial institutions. Participating suppliers may, at their sole discretion, elect to finance one or more payment obligations of the Company prior to their scheduled due dates at a discounted price to participating financial institutions. The Company has no economic interest in the sale of these suppliers' receivables and no direct financial relationship with the financial institutions concerning these services. The Company's obligations to its suppliers, including amounts due and scheduled payment dates, are not impacted by suppliers' decisions to finance amounts under these arrangements. The outstanding payment obligations that were confirmed as valid and remained outstanding as of November 30, 2024 were approximately \$5,233. These obligations under the Company's supplier finance programs are included in Accounts Payable in the Consolidated Balance Sheets, and the associated payments are reflected in the cash flows from operating activities section of the Consolidated Statements of Cash Flows.

The following table summarizes the outstanding obligations confirmed as valid under the Company's supplier finance programs for the year ended November 30, 2024:

	2024
Confirmed obligations outstanding, beginning of year	\$ 980
Invoices confirmed during the year	29,518
Confirmed invoices paid during the year	(25,265)
Confirmed obligations outstanding, end of year	\$ 5,233

Business Interruption Insurance Proceeds

The company made insurance claims to recover lost margin and additional costs incurred in connection with a fire at our Tucker production facility in June 2022 and unprecedented freezing weather that impacted our Texas facilities in February 2021. During the year ended November 30, 2024, the Company received business interruption insurance recovery payments of \$2,393, which have been recorded in selling, general and administrative expenses. The insurance claims were fully settled in September 2024.

New Accounting Pronouncements

In November 2024, the FASB issued Accounting Standards Update ("ASU") No. 2024-03, *Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures (Subtopic 220-40): Disaggregation of Income Statement Expenses*, which requires additional disclosure of the nature of expenses included in our Consolidated Financial Statements. Our effective date of this ASU is our fiscal year ending December 2, 2028. We are evaluating the effect this guidance will have on our Consolidated Finance Statements.

In December 2023, the FASB issued ASU No. 2023-09, *Income Taxes (Topic 740): Improvements to Income Tax Disclosures*. This ASU requires entities to provide additional information in the rate reconciliation and additional disclosures about income taxes paid. This guidance requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 28, 2026. We are evaluating the effect that this guidance will have on our Consolidated Financial Statements.

In November 2023, the FASB issued ASU No. 2023-07, *Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures*. This ASU requires enhanced disclosures regarding significant segment expenses and other segment items. The guidance requires public entities to provide in interim periods all disclosures about a reportable segment’s profit or loss and assets that are currently required annually. Our effective date of this ASU is our fiscal year ending November 29, 2025. We are evaluating the effect that this guidance will have on our Consolidated Financial Statements.

In September 2022, the FASB issued ASU No. 2022-04, *Liabilities - Supplier Finance Programs (Subtopic 405-50): Disclosure of Supplier Finance Program Obligations*. This ASU requires that a buyer in a supplier finance program disclose sufficient information about the program to allow a user of the financial statements to understand the program’s nature, activity during the period, changes from period to period, and potential magnitude. To achieve that objective, the buyer should disclose qualitative and quantitative information about its supplier finance programs. ASU 2022-04 is effective for fiscal years beginning after December 15, 2022, including interim periods within those fiscal years, except for the requirement on roll-forward information which is an annual requirement. During the first quarter of our fiscal year ending November 30, 2024, we adopted ASU 2022-04. See *Supplier Finance Program* for further information.

Recently issued accounting standards or pronouncements not disclosed above have been excluded as they are not relevant to the Company.

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Note 2 - Acquisitions and Divestiture - USD (\$)

\$ in Thousands

Income Statement [Abstract]

Other Operating Income (Expense), Net

\$ (37,115)

Notes to Financial Statements

Mergers, Acquisitions and Dispositions

Disclosures [Text Block]

Note 2: Acquisitions and Divestiture

Acquisitions

HS Butyl Limited

On August 5, 2024, we acquired HS Butyl Limited (“HS Butyl”) for a purchase price of 18,148 British pound sterling, or approximately \$23,180 which was funded through existing cash. This includes a holdback amount of 2,700 British pound sterling that will be paid on the 18-month anniversary of the closing date. HS Butyl, headquartered in Lymington, England, is the United Kingdom’s largest manufacturer and distributor of high-quality butyl tapes, which provide strong, permanent, watertight seals for a wide variety of applications within the construction, infrastructure, automotive and renewable energy industries. The acquisition of HS Butyl establishes our presence in the European waterproofing tape market, expanding our position as a solution provider to existing customers. It also expands our relevance to more markets and creates opportunities to deliver new, in-demand solutions for our customers, given the technology’s relevance to multiple high-value applications. The acquisition fair value measurement was preliminary as of November 30, 2024, and includes other intangible assets of \$6,412, goodwill of \$3,233 and other net assets of \$13,535. Goodwill represents expected synergies from combining HS Butyl with our existing business. Goodwill is not deductible for tax purposes. HS Butyl is included in our Construction Adhesives operating segment.

ND Industries, Inc.

On May 20, 2024, we acquired the assets of ND Industries, Inc. (“ND Industries”) for a base purchase price of \$254,037 which was funded through borrowings on our credit facility and existing cash. ND Industries, headquartered in Clawson, Michigan, is a leading provider of specialty adhesives and fastener locking and sealing solutions serving customers in the automotive, electronics, aerospace and other industries. The acquisition of ND Industries is expected to accelerate the realization of our top growth priorities, consistent with our strategy to proactively drive capital allocation to the highest margin, highest growth market segments within the functional coatings, adhesives, sealants and elastomer industry. The acquisition fair value measurement was preliminary as of November 30, 2024. ND Industries is included in our Engineering Adhesives operating segment.

During the three months ended November 30, 2024, intangible assets decreased \$2,200, goodwill decreased \$2,591, and other net assets increased \$3,094 in the fair value measurement of ND Industries. The following table summarizes the fair value measurement of the assets acquired and liabilities assumed as of the date of acquisition:

	Amounts
Current assets	\$ 17,085
Property, plant and equipment	26,044
Goodwill	81,268
Other intangibles	
Customer relationships	110,100
Trademarks/trade names	8,700
Technology	13,600
Other assets	13
Current liabilities	(2,773)
Total	\$ 254,037

The expected useful lives of the acquired intangible assets are 15 years for technology, 13 years for customer relationships and ten years for trademarks and tradenames. Based on the fair value measurement of the assets acquired and liabilities assumed, we allocated \$81,268 to goodwill for the expected synergies from combining ND Industries with our existing business. Such goodwill is deductible for tax purposes.

Sanglier Ltd.

On September 8, 2023, we acquired the assets of Sanglier Ltd. (“Sanglier”) for a base purchase price of 13,361 British pound sterling, or approximately \$16,660 which was funded through existing cash. This includes a holdback amount of 2,100 British pound sterling that will be paid on the 18-month anniversary of the closing date. Sanglier, headquartered in Mansfield, United Kingdom, is a manufacturer and filler of sprayable (aerosol and canister) industrial adhesives. The acquisition of Sanglier expands our innovation capabilities and product portfolio across the United Kingdom and Europe. Sanglier transforms adhesives applications to enable sprayable delivery providing end users with an opportunity to greatly improve labor efficiency. The acquisition fair value measurement was final as of August 31, 2024 and includes other intangible assets of \$7,354, goodwill of \$3,038 and other net assets of \$6,261. Goodwill represents expected synergies from combining Sanglier with our existing business. Goodwill is deductible for tax purposes. Sanglier is included in our Construction Adhesives operating segment.

Adhezion Biomedical LLC

On June 23, 2023, we acquired Adhezion Biomedical LLC (“Adhezion”) for a base purchase price of \$80,802 which was funded through borrowings on our credit facility. This includes a holdback amount of \$780 that was paid on the 12-month anniversary of the closing date. The agreement includes a payment of contingent consideration up to \$15,000 following the completion of certain performance goals and conditions. Adhezion, headquartered in Hudson, North Carolina, is a manufacturer of cyanoacrylate-based healthcare adhesives and infection prevention products. The acquisition of Adhezion positions us for expansion in the healthcare adhesives industry and creates a solid, unique platform from which to scale and innovate in the healthcare adhesives industry. The acquisition fair value measurement was final as of June 1, 2024 and includes other intangible assets of \$38,500, goodwill of \$37,589 and other net assets of \$4,713. Goodwill represents expected synergies from combining Adhezion with our existing business. The amount of goodwill that is deductible for tax purposes is \$25,717. Adhezion is included in our Hygiene, Health and Consumable Adhesives operating segment.

XChem International LLC

On June 12, 2023, we acquired XChem International LLC (“XChem”) for a base purchase price of approximately \$14,496 which was funded through borrowings on our credit facility. This includes a holdback amount of \$1,650, half of which was paid on the 12-month anniversary of the closing date and half to be paid on the 18-month anniversary of the closing date. XChem, headquartered in Ras Al-Khaimah, United Arab Emirates, is a manufacturer of adhesives and sealants for construction-related applications. The acquisition of XChem provides our Construction Adhesives global business with additional manufacturing presence for certain brands outside the U.S. and broadens our Construction Adhesives portfolio of highly specified applications and diversifies it toward both non-U.S. and infrastructure-oriented markets. The acquisition fair value measurement was final as of June 1, 2024 and includes other intangible assets of \$4,600, goodwill of \$4,318 and other net assets of \$5,578. Goodwill represents expected synergies from combining XChem with our existing business. Goodwill is not deductible for tax purposes. XChem is included in our Construction Adhesives operating segment.

Beardow Adams Holdings Ltd.

On May 1, 2023, we acquired Beardow Adams Holdings Ltd. (“Beardow Adams”) for a total purchase price of 80,738 British pound sterling, or approximately \$100,885, which was funded through borrowings on our credit facility. This includes a holdback amount of 8,000 British pound sterling that was paid on the 18-month anniversary of the closing date. Beardow Adams, based in the United Kingdom, develops and manufactures adhesives, sealants and coatings, principally in the fields of packaging and related applications. The acquisition of Beardow Adams is expected to accelerate profitable growth in many of our core end markets and generate business synergies through better raw material pricing, production optimization and an expanded distribution platform. The acquisition fair value measurement was final as of June 1, 2024 and includes other intangible assets of \$35,425, goodwill of \$28,148 and other net assets of \$37,312. Goodwill represents expected synergies from combining Beardow Adams with our existing business. The amount of goodwill that is deductible for tax purposes is \$3,561. The remaining goodwill is not deductible for tax purposes. Beardow Adams is included in our Hygiene, Health and Consumable Adhesives operating segment.

Aspen Research Corporation

On January 31, 2023, we acquired the assets of Aspen Research Corporation (“Aspen”) for a total purchase price of \$9,761, which was funded through existing cash. This includes a holdback amount of \$500 that was paid on the 18-month anniversary of the closing date. Aspen, located in Maple Grove, Minnesota, is a contract research organization that develops and manufactures innovative solutions for some of the adhesives used in our insulating glass market. Aspen is known for their superior understanding of materials science, engineering and analytical testing and specializes in custom materials manufacturing for chemicals and adhesives products. The acquisition of Aspen is expected to expand our Engineering Adhesives footprint in North America and strengthen our capabilities in the insulating glass market, in addition to bringing additive continuous flow and process manufacturing capabilities that we plan to leverage. The acquisition fair value measurement was final as of December 2, 2023 and includes other intangible assets of \$4,900, goodwill of \$3,832 and other net assets of \$1,029. Goodwill represents expected synergies from combining Aspen with our existing business. Goodwill is deductible for tax purposes. Aspen is included in our Engineering Adhesives operating segment.

Lemtapes Oy

On December 15, 2022, we acquired Lemtapes Oy (“Lemtapes”) for a total purchase price of 8,922 Euro, or approximately \$9,482 which was funded through existing cash. This includes a holdback amount of 850 Euro that was paid on the 18-month anniversary of the closing date. Lemtapes, located in Valkeakoski, Finland, is a solutions provider of ecological, innovative tapes and adhesives for the packaging and plywood industries. The acquisition of Lemtapes is expected to reinforce our strategic position in Europe, especially for our adhesives coated solutions products. This acquisition will also accelerate our growth strategy of fast-growing, high margin businesses while adding technology capabilities and strong customer relationships. The acquisition fair value measurement was final as of December 2, 2023 and includes other intangible assets of \$5,526, goodwill of \$3,028 and other net

assets of \$928. Goodwill represents expected synergies from combining Lemtapes with our existing business. Goodwill is not deductible for tax purposes. Lemtapes is included in our Hygiene, Health and Consumable Adhesives operating segment.

All acquisitions, individually and in the aggregate, are not material and therefore pro forma financial information is not provided.

Divestiture

North America Flooring

During the fourth quarter of the year ended November 30, 2024, we committed to a plan to sell our North American Flooring business, which is included in our Construction Adhesives segment. The sale of this business was completed on December 2, 2024. The assets and liabilities of this business are classified as held for sale and are included in their corresponding categories in the Consolidated Balance Sheets as of November 30, 2024.

Assets and liabilities held for sale are required to be recorded at the lower of carrying value or fair value, less costs to sell in accordance with ASC 360, *Impairment or Disposal of Long Lived Assets*. We measured the fair value of these assets and liabilities primarily using observable inputs at the measurement date, and determined their carrying value was greater than the fair value less costs to sell. Accordingly, we recorded a pre-tax loss on assets held for sale of \$47,267. Included in this amount is \$32,079 for goodwill impairment, \$6,109 for net intangible impairment and \$9,079 for net property, plant and equipment impairment. The loss is recorded in other (expense) income, net in the Consolidated Statements of Income for the year ended November 30, 2024.

The following table summarizes the condensed assets and liabilities held for sale:

	November 30, 2024
Trade receivables, net	\$ 19,888
Inventories	27,587
Other current assets	321
Property, plant and equipment, net	37,429
Other intangibles, net	12,673
Other assets	2,343
Trade payables	(16,110)
Other accrued expenses	(5,548)
Other liabilities	(1,707)
Total	\$ 76,876

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Note 3 -
Restructuring Actions
[Notes to Financial Statements](#)
[Restructuring and Related Activities Disclosure \[Text Block\]](#)

12 Months Ended
Nov. 30, 2024

Note 3: Restructuring Actions

During fiscal year 2023, the Company approved restructuring plans (the "Plans") related to organizational changes and other actions to optimize operations and integrate acquired businesses. The Plans began to be implemented in the second quarter of fiscal year 2023 and are currently expected to be completed during fiscal year 2026, with the majority of the charges recognized and cash payments occurring in fiscal 2023 and 2024. In implementing the Plans, the Company currently expects to incur pre-tax costs of approximately \$60,000 to \$65,000 for severance and related employee costs globally, other restructuring costs related to the streamlining of processes and the payment of anticipated income taxes in certain jurisdictions related to the Plans.

The following table summarizes the pre-tax distribution of charges under these restructuring plans by income statement classification:

	November 30, 2024	December 2, 2023	December 3, 2022
Cost of sales	\$ 12,263	\$ 15,012	\$ (152)
Selling, general and administrative	9,823	9,575	(297)
	\$ 22,086	\$ 24,587	\$ (449)

The restructuring charges are all recorded in Corporate Unallocated for segment reporting purposes.

A summary of the restructuring liability is presented below:

	Employee-Related	Asset-Related	Other	Total
Balance at December 3, 2022	\$ 57	\$ -	\$ -	\$ 57
Expense incurred	22,731	1,369	487	24,587
Non-cash charges	-	(1,369)	(453)	(1,822)
Cash payments	(9,802)	-	(34)	(9,836)
Foreign currency translation	(1,263)	-	-	(1,263)
Balance at December 2, 2023	\$ 11,723	\$ -	\$ -	\$ 11,723
Expense incurred	13,477	4,673	3,936	22,086
Non-cash charges	-	(4,673)	(3,925)	(8,598)
Cash payments	(16,427)	-	(11)	(16,438)
Foreign currency translation	(343)	-	-	(343)
Balance at November 30, 2024	\$ 8,430	\$ -	\$ -	\$ 8,430

Non-cash charges include accelerated depreciation resulting from the cessation of use of certain long-lived assets, write-offs of certain long-lived assets, the recording of an inventory provision related to the discontinuance of certain products, inventory disposals and lease termination payments. Restructuring liabilities have been classified as a component of other accrued expenses on the Consolidated Balance Sheets.

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Note 4 -
Supplemental
Financial Statement
Information
[Notes to Financial Statements](#)
[Additional Financial Information Disclosure \[Text Block\]](#)

12 Months Ended
Nov. 30, 2024

Note 4: Supplemental Financial Statement Information

Statement of Income Information

Additional details of income statement amounts for 2024, 2023 and 2022 are as follows:

	2024	2023	2022
Foreign currency transaction losses, net	\$ (2,501)	\$ (11,615)	\$ (12,935)
Gain (loss) on disposal of assets	424	(58)	1,416
Net periodic pension benefit	15,920	20,246	26,787
Loss on impairment of assets held for sale	(47,267)	-	-
Other, net	(3,691)	1,109	(2,316)
Total other (expense) income, net	\$ (37,115)	\$ 9,682	\$ 12,952
Research and development expenses (included in SG&A expenses)	\$ 49,565	\$ 48,640	\$ 44,853

Balance Sheet Information

Additional details of balance sheet amounts as of November 30, 2024 and December 2, 2023 are as follows:

	2024	2023
Inventories		
Raw materials	\$ 215,936	\$ 206,140
Finished goods	251,562	235,900
Total inventories	\$ 467,498	\$ 442,040
Other current assets		
Other receivables	\$ 39,149	\$ 40,760
Prepaid income taxes	12,218	12,327
Prepaid taxes other than income taxes	31,295	34,455
Prepaid expenses	21,357	25,136
Total other current assets	\$ 104,019	\$ 112,678
Property, plant and equipment		
Land	\$ 108,093	\$ 91,320
Buildings and improvements	470,106	447,428
Machinery and equipment	1,161,379	1,058,916
Construction in progress	124,980	157,371
Total, at cost	1,864,558	1,755,035
Accumulated depreciation	(982,631)	(930,380)
Net property, plant and equipment	\$ 881,927	\$ 824,655
Other assets		
Investments in company owned life insurance	\$ 9,814	\$ 9,334
Equity method investments	37,059	37,562
Equity investments	1,923	1,362
Long-term deferred income taxes	39,298	42,949
Prepaid pension costs	119,493	92,323
Postretirement other than pension asset	156,576	113,431
Operating lease right-of-use assets	61,116	47,433
Other long-term receivables	14,577	14,013

Other long-term assets	10,709	12,758
Total other assets	\$ 449,665	\$ 371,165
Other accrued expenses		
Taxes other than income taxes	\$ 24,559	\$ 22,497
Miscellaneous services	9,026	8,319
Customer rebates	21,901	17,938
Interest	5,628	5,819
Product liability	233	175
Contingent consideration liability	-	1,370
Current operating lease liabilities	13,473	11,277
Current obligations of finance leases	1,908	16,184
Accrued expenses	20,310	24,323
Total other accrued expenses	\$ 97,038	\$ 107,902
Other liabilities		
Asset retirement obligations	\$ 3,321	\$ 3,147
Long-term deferred income taxes	141,693	176,385
Long-term income tax liability	18,195	19,225
Long-term deferred compensation	11,716	9,884
Postretirement other than pension	1,837	1,893
Noncurrent operating lease liabilities	48,628	36,879
Environmental liabilities	1,174	2,563
Net investment hedge liabilities	49,542	72,589
Other long-term liabilities	46,193	65,507
Total other liabilities	\$ 322,299	\$ 388,072

Additional details on the trade receivables allowance for doubtful accounts, credits related to pricing or quantities shipped and early payment discounts for 2024, 2023 and 2022 are as follows:

	2024	2023	2022
Balance at beginning of year	\$ 11,080	\$ 10,939	\$ 9,935
Charged to expenses and other adjustments	2,187	1,224	1,794
Write-offs	(1,071)	(1,522)	(851)
Foreign currency translation effect	(575)	439	61
Balance at end of year	\$ 11,621	\$ 11,080	\$ 10,939

Statement of Comprehensive Income Information

The following tables provides details of total comprehensive income (loss):

November 30, 2024				
	H.B. Fuller Stockholders			Non-controlling Interest
	Pretax	Tax	Net	Net
Net income attributable to H.B. Fuller and non-controlling interests			\$ 130,256	\$ 139
Other comprehensive (loss) income				
Foreign currency translation adjustment ¹	\$ (75,106)	-	(75,106)	342
Defined benefit pension plans adjustment ²	50,875	(12,437)	38,438	-
Interest rate swap ³	(14,831)	3,615	(11,216)	-
Net investment hedges ³	23,058	(5,689)	17,369	-
Other comprehensive (loss) income	\$ (16,004)	\$ (14,511)	\$ (30,515)	\$ 342
Comprehensive income			\$ 99,741	\$ 481
December 2, 2023				
	H.B. Fuller Stockholders			Non-controlling Interest
	Pretax	Tax	Net	Net
Net income attributable to H.B. Fuller and non-controlling interests			\$ 144,906	\$ 82
Other comprehensive income				
Foreign currency translation adjustment ¹	\$ 17,320	-	17,320	2
Defined benefit pension plans adjustment ²	1,554	(762)	792	-
Interest rate swap ³	5,932	(1,460)	4,472	-
Net investment hedges ³	(18,555)	4,448	(14,107)	-
Other comprehensive income	\$ 6,251	\$ 2,226	\$ 8,477	\$ 2
Comprehensive income			\$ 153,383	\$ 84
December 3, 2022				
	H.B. Fuller Stockholders			Non-controlling Interest
	Pretax	Tax	Net	Net
Net income attributable to H.B. Fuller and non-controlling interests			\$ 180,313	\$ 94
Other comprehensive loss				
Foreign currency translation adjustment ¹	\$ (131,745)	-	(131,745)	(61)
Defined benefit pension plans adjustment ²	(18,881)	3,818	(15,063)	-
Interest rate swap ³	13,148	(3,224)	9,924	-
Other cash flow hedges ³	(3,536)	53	(3,483)	-
Net investment hedges ³	(54,040)	13,297	(40,743)	-
Other comprehensive loss	\$ (195,054)	\$ 13,944	\$ (181,110)	\$ (61)
Comprehensive income			\$ (797)	\$ 33

- 1 Income taxes are not provided for foreign currency translation relating to indefinite investments in international subsidiaries.
2 Loss reclassified from accumulated other comprehensive loss into earnings as part of net periodic cost related to pension and other postretirement benefit plans is reported in cost of sales and SG&A expenses.
3 Loss reclassified from accumulated other comprehensive loss into earnings is reported in other (expense) income, net.

Statement of Total Equity Information

Components of accumulated other comprehensive income (loss) are as follows:

November 30, 2024			
	Total	H.B. Fuller Stockholders	Non-controlling Interests
Foreign currency translation adjustment	\$ (322,184)	\$ (321,798)	\$ (386)
Defined benefit pension plans adjustment, net of taxes of \$54,545	(89,031)	(89,031)	-
Interest rate swap, net of taxes of \$2,169	(6,744)	(6,744)	-
Net investment hedges, net of taxes of \$12,056	(37,481)	(37,481)	-
Reclassification of AOCI tax effects	(18,341)	(18,341)	-
Total accumulated other comprehensive loss	\$ (473,781)	\$ (473,395)	\$ (386)
December 2, 2023			
	Total	H.B. Fuller Stockholders	Non-controlling Interests
Foreign currency translation adjustment	\$ (246,736)	\$ (246,692)	\$ (44)
Defined benefit pension plans adjustment, net of taxes of \$66,982	(127,469)	(127,469)	-
Interest rate swap, net of taxes of \$(1,460)	4,472	4,472	-
Net investment hedges, net of taxes of \$17,744	(54,850)	(54,850)	-
Reclassification of AOCI tax effects	(18,341)	(18,341)	-
Total accumulated other comprehensive loss	\$ (442,924)	\$ (442,880)	\$ (44)
December 3, 2022			
	Total	H.B. Fuller Stockholders	Non-controlling Interests
Foreign currency translation adjustment	\$ (264,054)	\$ (264,012)	\$ (42)
Defined benefit pension plans adjustment, net of taxes of \$63,925	(128,261)	(128,261)	-
Interest rate swap, net of taxes of \$3,224	(40,743)	(40,743)	-
Reclassification of AOCI tax effects	(18,341)	(18,341)	-
Total accumulated other comprehensive loss	\$ (451,399)	\$ (451,357)	\$ (42)

Note 5: Goodwill and Other Intangible Assets

Goodwill balances by reportable segment consisted of the following:

	Hygiene, Health and Consumable Adhesives	Engineering Adhesives	Construction Adhesives	Total
As of December 2, 2023	\$ 402,598	\$ 651,145	\$ 432,769	\$ 1,486,512
Acquisitions	1,674	81,268	5,813	88,755
Impairment	-	-	(32,079)	(32,079)
Foreign currency translation effect	(4,759)	(5,733)	(475)	(10,967)
As of November 30, 2024	\$ 399,513	\$ 726,680	\$ 406,028	\$ 1,532,221

We evaluate our goodwill for impairment annually at the beginning of the fourth quarter or earlier upon the occurrence of substantive unfavorable changes in economic conditions, industry trends, costs, cash flows, or ongoing declines in market capitalization. The quantitative impairment test requires judgment, including the identification of reporting units, the assignment of assets, liabilities and goodwill to reporting units, and the determination of fair value of each reporting unit. The impairment test requires the comparison of the fair value of each reporting unit with its carrying amount, including goodwill. In performing the impairment test, we determined the fair value of our reporting units through the income approach by using DCF analyses. Determining fair value requires the Company to make judgments about appropriate discount rates, perpetual growth rates and the amount and timing of expected future cash flows. The cash flows employed in the DCF analysis for each reporting unit are based on the reporting unit's budget, long-term business plan and recent operating performance. Discount rate assumptions are based on an assessment of the risk inherent in the future cash flows of the respective reporting unit and market conditions. Based on the analysis performed during the fourth quarter of 2024, there were no indications of impairment for any of our reporting units.

Balances of amortizable identifiable intangible assets, excluding goodwill and other non-amortizable intangible assets, are as follows:

Amortizable Intangible Assets	Purchased Technology and Patents	Customer Relationships	Tradename	All Other	Total
As of November 30, 2024					
Original cost	\$ 145,313	\$ 1,063,210	\$ 67,280	\$ 10,031	\$ 1,285,834
Impairment	(343)	(5,616)	(150)	-	(6,109)
Accumulated amortization	(55,398)	(418,805)	(28,745)	(7,012)	(509,960)
Net identifiable intangibles	\$ 89,572	\$ 638,789	\$ 38,385	\$ 3,019	\$ 769,765
Weighted-average useful lives (in years)	13	16	13	13	16
As of December 2, 2023					
Original cost	\$ 144,763	\$ 986,470	\$ 58,484	\$ 10,911	\$ 1,200,628
Accumulated amortization	(59,631)	(382,220)	(23,099)	(7,012)	(471,962)
Net identifiable intangibles	\$ 85,132	\$ 604,250	\$ 35,385	\$ 3,899	\$ 728,666
Weighted-average useful lives (in years)	13	16	13	13	16

Amortization expense with respect to amortizable intangible assets was \$83,656, \$79,514 and \$74,383 in 2024, 2023 and 2022, respectively. See Note 2 for further discussion of the impairment to assets held for sale.

Estimated aggregate amortization expense based on the current carrying value of amortizable intangible assets for the next five fiscal years are as follows:

Fiscal Year	2025	2026	2027	2028	2029	Thereafter
Amortization Expense	\$ 81,437	\$ 79,468	\$ 76,752	\$ 77,519	\$ 75,088	\$ 379,501

The above amortization expense forecast is an estimate. Actual amounts may change from such estimated amounts due to fluctuations in foreign currency exchange rates, additional intangible asset acquisitions, potential impairment, accelerated amortization or other events.

Non-amortizable intangible assets as of November 30, 2024 and December 2, 2023 were \$461 and \$474, respectively, and relate to trademarks and trade names. The change in non-amortizable assets in 2024 compared to 2023 was due to changes in foreign currency exchange rates.

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Note 6 - Leases

12 Months Ended
Nov. 30, 2024

Notes to Financial Statements

Lessee, Operating and Finance Leases [Text Block]

Note 6: Leases

As a lessee, the Company leases office, manufacturing and warehouse space, and equipment. Certain lease agreements include rental payments adjusted annually based on changes in an inflation index. Our leases do not contain material residual value guarantees or material restrictive covenants. Lease expense is recognized on a straight-line basis over the lease term. We determine if an arrangement is a lease upon inception. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The right to control the use of an asset includes the right to obtain substantially all of the economic benefits of the underlying asset and the right to direct how and for what purpose the asset is used.

Operating lease and finance lease right-of-use assets and liabilities are recognized at commencement date based on the present value of lease payments over the lease term. The discount rate used to calculate present value is the Company's incremental borrowing rate. We determine the incremental borrowing rate for each lease based primarily on its lease term and the economic environment of the applicable country or region.

Certain leases include one or more options to renew, with terms that can extend the lease term up to five years. We include options to renew the lease as part of the right-of-use lease asset and liability when it is reasonably certain we will exercise the option. In addition, certain leases contain termination options with an associated penalty. In general, the Company is not reasonably certain to exercise such options.

For the measurement and classification of lease agreements, we group lease and non-lease components into a single lease component for all underlying asset classes. Variable lease payments primarily include payments for non-lease components, such as maintenance costs, payments for leased assets used beyond their non-cancelable lease term as adjusted for contractual options to terminate or renew, and payments for non-components such as sales tax. Certain leases contain immaterial variable lease payments based on usage.

The components of lease expense are as follows:

	November 30, 2024	December 2, 2023
Operating net lease cost	\$ 16,559	\$ 13,883
Finance net lease cost:		
Amortization of assets	1,698	2,045
Interest on lease liabilities	402	1,077
Variable net lease cost	12,091	8,554
Total net lease cost	\$ 30,750	\$ 25,559

Supplemental balance sheet information related to leases is as follows:

	Location on Balance Sheet	November 30, 2024	December 2, 2023
Operating leases:			
Operating lease right-of-use assets	Other assets	\$ 61,116	\$ 47,433
Current operating lease liabilities	Other accrued expenses	13,473	11,277
Noncurrent operating lease liabilities	Other liabilities	48,628	36,879
Total operating lease liabilities		\$ 62,101	\$ 48,156
Finance leases:			
Equipment right-of-use assets	Property, plant and equipment	\$ 9,183	\$ 11,681
Building right-of-use asset	Property, plant and equipment	\$ -	\$ 14,230
Current obligations of finance leases	Other accrued expenses	\$ 1,908	\$ 16,184
Finance leases, net of current obligations	Other liabilities	7,600	6,534
Total finance lease liabilities		\$ 9,508	\$ 22,718

As of November 30, 2024, the weighted average remaining lease term is 7.6 years and the weighted average discount rate is 4.8% for the Company's operating lease agreements. The weighted average remaining lease term is 6.6 years and the weighted average discount rate is 4.0% for the Company's finance lease agreements.

Supplemental information related to leases is as follows:

	November 30, 2024	December 2, 2023
Cash paid amounts included in the measurement of lease liabilities:		
Operating cash flows from operating leases	\$ 15,707	\$ 11,745
Operating cash flows from finance leases	402	1,077
Financing cash flows from finance leases	16,089	268
Non-cash investing and financing activities		
Additions to right-of-use assets obtained from:		
New operating lease liabilities	\$ 29,651	\$ 26,687
New finance lease liabilities	3,282	15,015

Maturities of lease liabilities are as follows:

	November 30, 2024
Fiscal Year	
	Finance Leases Operating Leases

2025		\$	2,258	\$	16,082
2026			2,090		12,807
2027			1,795		10,007
2028			1,252		7,368
2029			885		5,459
2030 and beyond			2,507		22,548
Total			10,787		74,271
Less: amounts representing interest			(1,279)		(12,170)
Present value of future minimum payments			9,508		62,101
Less: current obligations			(1,908)		(13,473)
Noncurrent lease liabilities		\$	7,600	\$	48,628

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Note 7 - Notes Payable, Long-term Debt and Lines of Credit

Notes to Financial Statements

Debt Disclosure [Text Block]

Note 7: Notes Payable, Long-Term Debt and Lines of Credit

Notes Payable

Notes payable were \$587 and \$1,841 at November 30, 2024 and December 2, 2023, respectively. This amount primarily represents various foreign subsidiaries' other short-term borrowings that were not part of committed lines. The weighted-average interest rate on short-term borrowings outstanding at November 30, 2024 was approximately 1.35 percent and was 10.75 percent and 16.2 percent in 2023 and 2022 respectively. Fair values of these short-term obligations approximate their carrying values due to their short maturity. There were no funds drawn from the short-term committed lines at November 30, 2024.

Long-Term Debt

Long-Term Debt	Weighted-Average Interest Rate at November 30, 2024	Fiscal Year Maturity Date	Balance at November 30, 2024	Balance at December 2, 2023
Revolving credit facility	6.17%	2028	\$ -	\$ -
Term Loan A ¹	6.17%	2028	462,500	487,500
Term Loan B ²	6.57%	2030	989,030	796,000
Public Notes ³	4.00%	2027	300,000	300,000
Public Notes ⁴	4.25%	2028	300,000	300,000
Other, including debt issuance cost and discount			(41,478)	(46,910)
Total debt			\$ 2,010,052	\$ 1,836,590
Less: current maturities			-	-
Total long-term debt, excluding current maturities			\$ 2,010,052	\$ 1,836,590

- 1 Term Loan A, due on February 15, 2028, \$500,000 variable rate at the Secured Overnight Financing Rate ("SOFR") plus an adjustment of 0.10 percent and an interest rate spread of 1.50 percent based on a leverage grid (6.17 percent at November 30, 2024).
- 2 Term Loan B, due on February 15, 2030, \$994,000 variable rate at the SOFR plus 2.00 percent with a SOFR floor of 0.50 percent (6.57 percent at November 30, 2024).
- 3 Public Notes, due February 15, 2027, \$300,000 4.00 percent fixed.
- 4 Public Notes, due October 15, 2028, \$300,000 4.25 percent fixed; swapped to a floating rate as detailed below.

On February 15, 2023, we entered into a credit agreement with a consortium of financial institutions ("Second Amended and Restated Credit Agreement") which replaced our existing revolving credit agreement under the amended and restated revolving credit agreement dated October 20, 2020 and also replaced our secured term loan credit agreement dated October 20, 2017. The Second Amended and Restated Credit Agreement provides for a senior secured term loan A facility in an aggregate principal amount of \$500,000 ("Term Loan A"), a senior secured term loan B facility in an aggregate principal amount of \$800,000 ("Term Loan B") and amendments to and extension of our existing senior secured revolving credit facility with an aggregate commitment in the amount of \$700,000 ("Revolving Credit Facility"). A portion of the proceeds of the combined facilities, (the "Credit Facilities") was used to pay off the existing term loan and revolver. Additionally, we wrote off \$2,689 of debt issuance costs related to this payoff which was recorded in interest expense for the year ended December 2, 2023. The Credit Facilities will generally be used to finance working capital needs and acquisitions, and for general corporate purposes. All of our obligations under the Credit Facilities are secured by a first-lien security interest in substantially all personal property and material real property of the Company and its material U.S. subsidiaries, and are guaranteed by all of the Company's material U.S. subsidiaries.

On March 4, 2024, we entered into a Refinancing and Incremental Amendment (the "Refinancing and Incremental Amendment"), which amended the Second Amended and Restated Credit Agreement. Pursuant to the Refinancing and Incremental Amendment under the Credit Agreement, the existing \$794,000 principal amount of Term B loans (the "Amended TLB") were refinanced and certain lenders to the Refinancing and Incremental Amendment made additional Term B loans to the Company in the principal amount of \$200,000, thereby increasing the aggregate principal amount of the Amended TLB to \$994,000. Furthermore, the interest rate margins applicable to the Amended TLB were decreased by 25 basis points (0.25% per annum) to 200 basis points for SOFR loans and 100 basis points for prime rate loans. The additional \$200,000 of proceeds will be used to finance our working capital needs and for general corporate purposes, including permitted acquisitions. The maturity date of Term B loans remains unchanged. The commitment fee rates and interest rates applicable to the revolving credit facility and the Term Loan A facility remain unchanged.

Term Loans

Interest on Term Loan A is payable at a rate of SOFR plus an adjustment of 0.10 percent and an interest rate spread of 1.50 percent (6.17 percent at November 30, 2024). The interest rate spread is based on a secured leverage grid. Term Loan A matures on February 15, 2028. At November 30, 2024, a balance of \$462,500 was outstanding on the Term Loan A. Interest on Term Loan B borrowings is payable at SOFR plus an interest rate spread of 2.00 percent with a SOFR floor of 50 basis points (6.57 percent at November 30, 2024). Term Loan B matures on February 15, 2030. At November 30, 2024, a balance of \$989,030 was outstanding on the Term Loan B.

On January 12, 2023, we entered into an interest rate swap agreement to convert \$400,000 of our variable rate 1-month LIBOR rate debt to a fixed rate of 3.6895 percent. On February 28, 2023, after entering into the Second Amended and Restated Credit Agreement, we amended the interest rate swap agreement to 1-month SOFR and a fixed rate of 3.7260 in accordance with the practical expedients included in ASC 848, *Reference Rate Reform*. See Note 12 for further discussion of this interest rate swap. On March 16, 2023, we entered into an interest rate swap agreement to convert \$300,000 of our 1-month SOFR rate debt to a fixed rate of 3.7210 percent and to convert \$100,000 of our 1-month SOFR rate debt to a fixed rate of 3.8990 percent. See Note 12 for further discussion of this interest rate swap.

Public Notes

On February 14, 2017, we issued \$300,000 aggregate principal of 10-year unsecured public notes ("10-year Public Notes") due February 15, 2027 with a fixed coupon of 4.00 percent. Proceeds from this debt issuance were used to repay \$138,000 outstanding under the revolving credit facility at that time and prepay \$158,750 of our Term Loan A under the credit agreement at that time.

On October 20, 2020, we issued \$300,000 aggregate principal of 8-year unsecured public notes ("8-year Public Notes") due October 15, 2028 with a fixed coupon of 4.25 percent. Proceeds from this debt issuance were used to prepay \$300,000 of our Term Loan B at that time. On February 12, 2021, we entered into interest rate swap agreements to convert our 8-year Public Notes to a variable interest rate of 1-month LIBOR plus 3.28 percent. On June 30, 2023, 1-month LIBOR ceased to exist and the IBOR Fallbacks Protocol published by the International Swaps and Derivatives Association ("ISDA") took effect as outlined in the interest rate swap agreement. As a result, the interest rate swap agreement was converted to Overnight SOFR plus 3.28 percent. See Note 12 for further discussion of these interest rate swaps.

The Public Notes are senior unsecured obligations of the Company and will rank equally with the Company's other unsecured and unsubordinated debt from time to time outstanding.

Fair Value of Long-Term Debt

Long-term debt had an estimated fair value of \$2,015,468 and \$1,785,199 as of November 30, 2024 and December 2, 2023, respectively. The fair value of long-term debt is based on quoted market prices for the same or similar issues or on the current rates offered for debt of similar maturities. The estimated fair value of these long-term obligations is not necessarily indicative of the amount that would be realized in a current market exchange.

Long-term Debt Maturities

Maturities of long-term debt for the next five fiscal years are as follows:

Fiscal Year	2025	2026	2027	2028	2029	Thereafter
Long-term debt obligations	\$ 41,190	\$ 47,440	\$ 53,690	\$ 959,940	\$ 9,940	\$ 939,330

Revolving Credit Facility

Interest on the Revolving Credit Facility is payable at SOFR plus an adjustment of 0.10 percent and an interest rate spread of 1.50 percent (6.17 percent at November 30, 2024). A facility fee of 20 basis points of the unused commitment under the Revolving Credit Facility is payable quarterly. The interest rate spread and the facility fee are based on a secured leverage grid. At November 30, 2024, there was no balance outstanding on the Revolving Credit Facility. The Revolving Credit Facility matures on February 15, 2028.

As of November 30, 2024, amounts related to our revolving credit facility was as follows:

	Committed	Drawn	Unused
Revolving credit facility	\$ 700,000	\$ -	\$ 689,682

The secured, multi-currency revolving credit facility can be drawn upon for general corporate purposes up to a maximum of \$700,000, less issued letters of credit. At November 30, 2024, letters of credit reduced the available amount under the revolving credit facility by \$10,318.

Covenants and Other

Under the Refinancing and Incremental Amendment, the Revolving Credit Facility and Term Loan A are subject to certain covenants and restrictions. For these facilities, we are required to maintain a secured leverage ratio, as defined in the agreement, no greater than 4.75 to 1.00 for our fiscal quarters ending on or prior to June 1, 2024 and then 4.50 to 1.00 thereafter. We are also required to maintain an interest coverage ratio of not less than 2.00 to 1.00.

Restrictive covenants include, but are not limited to, limitations on secured and unsecured borrowings, interest coverage, intercompany transfers and investments, third party investments, dispositions of assets, leases, liens, dividends and distributions, and contains a maximum total debt to trailing twelve months EBITDA requirement. Certain covenants become less restrictive after meeting leverage or other financial ratios. In addition, we cannot be a member of any consolidated group as defined for income tax purposes other than with our subsidiaries.

We are subject to mandatory prepayments in the first quarter of each fiscal year equal to 50 percent of Excess Cash Flow, as defined the Refinancing and Incremental Amendment, of the prior fiscal year less any voluntary prepayments made during that fiscal year. The Excess Cash Flow Percentage shall be reduced to 25 percent when our Secured Leverage Ratio is below 4.25:1.00 and to 0 percent when our Secured Leverage Ratio is below 3.75:1.00.

The principal balance of the Term Loan B loans will be repayable in equal quarterly installments in an aggregate annual amount equal to 1 percent of the original principal amount thereof, with the balance due at maturity on February 15, 2030. The principal balance of the Term Loan A loans will be repayable in quarterly installments as follows: (i) with respect to the first eight fiscal quarters ended after the effective date of the Second Amended and Restated Credit Agreement, 1.25 percent of the aggregate principal amount of the original principal of the Term Loan A loans, (ii) with respect to the eight fiscal quarters ended after the end of the period set forth in the preceding clause (i), 1.875 percent of the aggregate principal amount of the original principal amount of the Term Loan A loans, and (iii) thereafter, 2.5 percent of the original principal amount of the Term Loan A loans, with the balance due at maturity on February 15, 2028.

The Indenture under which the Public Notes have been issued contains covenants imposing certain limitations on the ability of the Company to incur liens or enter into sales and leaseback transactions. It also provides for customary events of default (subject in certain cases to customary grace and cure periods), which include among other things nonpayment, breach of covenants in the Indenture and certain events of bankruptcy and insolvency. If an event of default occurs and is continuing with respect to the Public Notes, the Trustee or holders of at least 25% in principal amount outstanding of the Public Notes may declare the principal and the accrued and unpaid interest, if any, on all of the outstanding Public Notes to be due and payable. These covenants and events of default are subject to a number of important qualifications, limitations and exceptions that are described in the Indenture.

As of November 30, 2024, we were in compliance with all covenants of our contractual obligations for outstanding indebtedness.

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Note 8 - Stockholders' Equity

**12 Months Ended
Nov. 30, 2024**

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[Equity](#) [Text Block]

Note 8: Stockholders' Equity

Preferred Stock

The Board of Directors is authorized to issue up to 10,045,900 shares of preferred stock that may be issued in one or more series and with such stated value and terms as the Board of Directors may determine.

Common Stock

There were 160,000,000 shares of common stock with a par value of \$1.00 authorized and 54,657,103 and 54,092,987 shares issued and outstanding at November 30, 2024 and December 2, 2023, respectively.

On April 22 2022, the Board of Directors authorized a share repurchase program of up to \$300,000 of our outstanding common shares for a period of up to five years. Under the program, we are authorized to repurchase shares for cash on the open market, from time to time, in privately negotiated transactions or block transactions, or through an accelerated repurchase agreement. The timing of such repurchases is dependent on price, market conditions and applicable regulatory requirements. Upon repurchase of the shares, we reduce our common stock for the par value of the shares with the excess being applied against additional paid-in capital. We repurchased shares under this program with an aggregate value of \$31,811 during 2024. We did not repurchase any shares during 2023 and 2022 under our share repurchase program. Up to \$268,000 of our outstanding common shares may still be repurchased under the current share repurchase program.

Common Shares Outstanding	2024	2023	2022
Beginning balance	54,092,987	53,676,576	52,777,753
Stock options exercised	746,892	314,832	657,789
Deferred compensation paid	20,691	102,108	118,429
Restricted units vested	297,035	113,339	172,474
Shares withheld for taxes	(93,102)	(113,868)	(49,869)
Share repurchases	(407,400)	-	-
Ending balance	54,657,103	54,092,987	53,676,576

Dividends declared per common share were \$0.856 and \$0.805 for the year ended November 30, 2024 and December 2, 2023, respectively.

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Note 9 - Accounting for Share-based Compensation

**12 Months Ended
Nov. 30, 2024**

[Notes to Financial Statements](#)
[Share-Based Payment Arrangement](#) [Text Block]

Note 9: Accounting for Share-Based Compensation

Overview

We have various share-based compensation programs, which provide for equity awards including non-qualified stock options, incentive stock options, restricted stock units, performance awards and deferred compensation. These equity awards fall under several plans and are described below.

Share-based Compensation Plans

We currently grant stock options and restricted stock units under equity compensation and deferred compensation plans.

Stock options are granted to officers and key employees at prices not less than the fair market value at the date of grant. Non-qualified stock options are generally exercisable beginning one year from the date of grant in cumulative yearly amounts of 33.3 percent. Incentive stock options are based on certain performance-based criteria and are generally exercisable at a stated date when the performance criteria is measured. Stock options generally have a contractual term of 10 years. Options exercised represent newly issued shares.

Restricted stock awards are nonvested stock-based awards that include grants of restricted stock units. Restricted stock awards are independent of option grants and are subject to forfeiture if employment terminates prior to the release of the restrictions. Time-based restricted stock awards generally vest beginning one year from the date of grant or 33.3 percent per year for three years, depending on the grant. Performance-based restricted stock awards vest three years from the date of grant. During the vesting period, ownership of the shares cannot be transferred.

Restricted stock units have dividend equivalent rights equal to the cash dividend paid on restricted stock shares. However, restricted stock units do not have voting rights of common stock and are not considered issued and outstanding upon grant. Restricted stock units become newly issued shares when vested. The dividend equivalent rights for restricted stock units are forfeitable.

We expense the cost, which is the grant date fair market value, of the restricted stock units ratably over the period during which the restrictions lapse. The grant date fair value is our closing stock price on the date of grant.

We are required to recognize compensation expense when an employee is eligible to retire. We consider employees eligible to retire at age 55 and after 10 years of service. Awards granted to retirement-eligible employees are forfeited if the retirement-eligible employees retire prior to 180 days after the grant. Accordingly, the related compensation expense is recognized during the 180 day period for awards granted to retirement-eligible employees or over the period from the grant date to the date retirement eligibility is achieved, if less than the stated vesting period.

2020 Master Incentive Plan

This plan allows for granting of awards to any employee, officer, non-employee director, consultant, independent contractor or advisor providing services to us or any of our affiliates, or any person to whom an offer of employment or engagement with us or any of our affiliates has been made. The plan permits granting of (a) stock options; (b) stock appreciation rights; (c) restricted stock and restricted stock units; (d) performance awards; (e) dividend equivalents; (f) other awards based on our common stock, including shares for amounts employees or non-employee directors deferred under the deferred compensation plans. There were 2,854,679 common shares available for grant as of November 30, 2024.

2018 Master Incentive Plan

This plan allows for granting of awards to employees. The plan permits granting of (a) stock options; (b) stock appreciation rights; (c) restricted stock and restricted stock units; (d) performance awards; (e) dividend equivalents; (f) other awards based on our common stock, including shares for amounts employees deferred under the Key Employee Deferred Compensation Plan.

Year 2016 Master Incentive Plan

This plan allows for granting of awards to employees. The plan permits granting of (a) stock options; (b) stock appreciation rights; (c) restricted stock awards; (d) performance awards; (e) dividend equivalents; and (f) other awards based on our common stock, including shares for amounts employees deferred under the Key Employee Deferred Compensation Plan.

2009 Directors' Stock Incentive Plan

This plan permits granting of (a) shares for amounts non-employee directors defer under the Directors' Deferred Compensation Plan and (b) discretionary grants of restricted stock, stock options, stock appreciation rights, performance awards and other stock awards.

Directors' Deferred Compensation Plan

This plan allows non-employee directors to defer all or a portion of their retainer and meeting fees in a number of investment choices, including units representing shares of our common stock. We provide a 10 percent match on deferred compensation invested in these units. These units are required to be paid out in our common stock.

Key Employee Deferred Compensation Plan

This plan allows key employees to defer a portion of their eligible compensation in a number of investment choices, including units representing shares of Company common stock. We provide a 10 percent match on deferred compensation invested in these units.

Grant-Date Fair Value

We use the Black-Scholes option-pricing model to calculate the grant-date fair value of stock option awards. The fair value of options granted during 2024, 2023 and 2022 were calculated using the following assumptions:

	2024	2023	2022

Expected life (in years)	5.86	5.00	5.00
Weighted-average expected volatility	35.12%	35.28%	33.35%
Expected volatility range	33.88-35.14%	35.09-35.69%	33.33-34.34%
Risk-free interest rate	3.73-4.58%	3.48-4.72%	1.53-4.06%
Weighted-average expected dividend	1.13%	1.20%	0.95%
Expected dividend yield range	1.03-1.19%	1.13-1.22%	0.94-1.23%
Weighted-average fair value of grants	\$ 28.07	\$ 22.41	\$ 20.91

Expected life - We use historical employee exercise and option expiration data to estimate the expected life assumption for the Black-Scholes grant-date valuation. We believe that this historical data is currently the best estimate of the expected term of a new option. We use a weighted-average expected life for all awards.

Expected volatility - Volatility is calculated using our stock's historical volatility for the same period of time as the expected life. We have no reason to believe that its future volatility will differ from the past.

Risk-free interest rate - The rate is based on the U.S. Treasury yield curve in effect at the time of the grant for the same period of time as the expected life.

Expected dividend yield - The calculation is based on the total expected annual dividend payout divided by the closing stock price on the date of grant.

Expense

We use the straight-line attribution method to recognize share-based compensation expense for option awards and restricted stock units with graded and cliff vesting. Incentive stock options and performance awards are based on certain performance-based metrics and the expense is adjusted quarterly, based on our projections of the achievement of those metrics. The amount of share-based compensation expense recognized during a period is based on the value of the portion of the awards that are ultimately expected to vest. The expense is recognized over the requisite service period, which for us is the period between the grant date and the earlier of the award's stated vesting term or the date the employee is eligible for early vesting based on the terms of the plans.

Total share-based compensation expense was \$21,914, \$19,911 and \$24,368 for 2024, 2023 and 2022, respectively. All share-based compensation was recorded as SG&A expense.

As of November 30, 2024, \$9,499 of unrecognized compensation costs related to unvested stock option awards is expected to be recognized over a weighted-average period of 1.1 years. Unrecognized compensation costs related to unvested restricted stock units was \$9,944 which is expected to be recognized over a weighted-average period of 0.9 years.

Stock Option Activity

The stock option activity for the years ended November 30, 2024, December 2, 2023, and December 3, 2022 is summarized below:

	Options	Weighted-Average Exercise Price
Outstanding at November 27, 2021	4,972,392	\$ 47.45
Granted	549,458	72.75
Exercised	(657,789)	45.79
Forfeited or cancelled	(40,991)	61.31
Outstanding at December 3, 2022	4,823,070	50.42
Granted	471,975	68.27
Exercised	(314,832)	46.43
Forfeited or cancelled	(38,328)	63.52
Outstanding at December 2, 2023	4,941,885	52.28
Granted	470,748	77.77
Exercised	(746,892)	48.10
Forfeited or cancelled	(60,637)	64.07
Outstanding at November 30, 2024	4,605,104	55.40

The fair value of options granted during 2024, 2023 and 2022 was \$13,214, \$10,577 and \$5,400, respectively. Total intrinsic value of options exercised during 2024, 2023 and 2022 was \$25,258, \$8,015 and \$16,877, respectively. For options outstanding at November 30, 2024, the weighted-average remaining contractual life was 5.3 years and the aggregate intrinsic value was \$99,352. There were 3,756,728 options exercisable at November 30, 2024, with a weighted-average remaining contractual life of 4.6 years and an aggregate intrinsic value of \$96,416. Intrinsic value is the difference between our closing stock price on the respective trading day and the exercise price, multiplied by the number of options exercised. Proceeds received from option exercises during the year ended November 30, 2024, December 2, 2023, and December 3, 2022 were \$35,927, \$14,619 and \$30,122, respectively. The Company's actual tax benefits realized for the tax deductions related to the exercise of stock options for 2024, 2023 and 2022 was \$6,114, \$1,885 and \$3,687, respectively.

Restricted Stock Unit Activity

The nonvested restricted stock unit activity for the years ended November 30, 2024, December 2, 2023, and December 3, 2022 is summarized below:

	Units	Weighted-Average Grant Date Fair Value	Weighted-Average Remaining Contractual Life (in Years)
Nonvested at November 27, 2021	552,365	\$ 50.63	1.9
Granted	179,603	67.92	
Vested	(172,474)	46.74	
Forfeited	(68,374)	45.83	
Nonvested at December 3, 2022	491,120	58.98	0.7
Granted	187,185	63.32	
Vested	(113,339)	53.83	
Forfeited	(36,276)	44.48	
Nonvested at December 2, 2023	528,690	62.61	0.7
Granted	194,689	73.34	
Vested	(297,035)	57.32	
Forfeited	(15,603)	70.61	
Nonvested at November 30, 2024	410,741	71.21	0.9

Total fair value of restricted stock units vested during 2024, 2023, and 2022 was \$17,027, \$6,101 and \$8,062, respectively. The total fair value of nonvested restricted stock at November 30, 2024 was \$29,250.

We indirectly repurchased 100,560, 37,715 and 55,081 shares during 2024, 2023 and 2022, respectively, through a net-settlement feature in connection with the statutory minimum tax withholding related to vesting of restricted stock. The Company's actual tax benefits realized for the tax deductions related to the restricted stock vested for 2024, 2023 and 2022 was \$4,237, \$1,396 and \$2,569, respectively.

Deferred Compensation Activity

Deferred compensation units are fully vested at the date of contribution. The deferred compensation units outstanding for the years ended November 30, 2024, December 2, 2023, and December 3, 2022 is summarized below:

	Non-employee Directors	Employees	Total
Units outstanding November 27, 2021	468,524	48,361	516,885
Participant contributions	89,054	12,985	102,039
Company match contributions ¹	26,843	1,299	28,142
Payouts	(118,429)	(6,073)	(124,502)
Units outstanding December 3, 2022	465,992	56,572	522,564
Participant contributions	13,187	12,219	25,406
Company match contributions ¹	18,899	1,222	20,121
Payouts	(102,108)	(6,826)	(108,934)
Units outstanding December 2, 2023	395,970	63,187	459,157
Participant contributions	13,103	9,309	22,412
Company match contributions ¹	15,236	931	16,167
Payouts	(20,691)	(8,357)	(29,048)
Units outstanding November 30, 2024	403,618	65,070	468,688

¹ The non-employee directors' company match includes 13,926, 17,580 and 17,937 deferred compensation units paid as discretionary awards to all non-employee directors in 2024, 2023 and 2022, respectively.

The fair value of non-employee directors' company matches for 2024, 2023 and 2022 was \$182, \$172 and \$172, respectively. The fair value of the non-employee directors' discretionary award was \$1,200, \$1,200 and \$1,080 for 2024, 2023 and 2022, respectively. The fair value of employee company matches was \$78, \$79 and \$86 for 2024, 2023 and 2022, respectively.

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Note 10 - Pension and Postretirement Benefits

Notes to Financial Statements

Retirement Benefits

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Note 10: Pension and Postretirement Benefits

Defined Contribution Plan

All U.S. employees have the option of contributing up to 75 percent of their pre-tax earnings to a 401(k) plan, subject to IRS limitations. We match up to the first 4 percent of each employee's pre-tax earnings, based on the employee's contributions. All U.S. employees are eligible for a separate annual non-discretionary retirement contribution to the 401(k) plan of 1 percent of pay, that is invested

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based on the election of the individual participant. The 1 percent contribution is in addition to our 4 percent matching contribution described above and is in lieu of participation in our defined benefit pension plan. The total contribution to the 401(k) plan for 2024 was \$15,590 which included the cost of the 4 percent company match of \$10,070 and the additional 1 percent contribution of \$5,520. The total contributions to the 401(k) plan were \$14,221 and \$12,113 in 2023 and 2022, respectively.

All U.S. employees are eligible to receive an annual discretionary non-elective contribution to the 401(k) plan of up to 3 percent based on achieving the Company's earnings per share target. This discretionary contribution is in addition to the contributions described above. There was no discretionary non-elective contribution for 2024 and 2023.

The defined contribution plan liability recorded in the Consolidated Balance Sheets was \$11,992 and \$11,626 in 2024 and 2023, respectively, for the U.S. Plan and several statutorily required non-U.S. Plans.

Defined Benefit Plans

Noncontributory defined benefit pension plans cover all U.S. employees employed prior to January 1, 2007. Benefits for these plans are based primarily on each employee's years of service and average compensation. During 2011, we made significant changes to our U.S. pension plan. The changes included: benefits under the plan were locked-in using service and salary as of May 31, 2011, participants no longer earn benefits for future service and salary as they had in the past, affected participants receive a three percent increase to the locked-in benefit for every year they continue to work for us and we are making a retirement contribution of three percent of eligible compensation to the 401(k) Plan for those participants. The funding policy is consistent with the funding requirements of federal law and regulations. Plan assets consist principally of listed equity securities and bonds. Other U.S. postretirement benefits are funded through a Voluntary Employees' Beneficiaries Association Trust.

Health care and life insurance benefits are provided for eligible retired employees and their eligible dependents. These benefits are provided through various insurance companies and health care providers. Costs are accrued during the years the employee renders the necessary service.

Certain non-U.S. subsidiaries provide pension benefits for their employees consistent with local practices and regulations. These plans are primarily defined benefit plans covering substantially all employees upon completion of a specified period of service. Benefits for these plans are generally based on years of service and annual compensation.

Following is a reconciliation of the beginning and ending balances of the benefit obligation and fair value of plan assets as of November 30, 2024 and December 2, 2023:

	Pension Benefits				Other Postretirement Benefits	
	U.S. Plans		Non-U.S. Plans		Benefits	
	2024	2023	2024	2023	2024	2023
Change in projected benefit obligation						
Benefit obligation at beginning of year	\$ 255,390	\$ 269,874	\$ 146,796	\$ 154,850	\$ 22,133	\$ 24,173
Acquisitions	-	-	951	-	-	-
Service cost	-	-	1,538	1,670	-	-
Interest cost	13,855	13,901	6,215	5,726	1,166	1,205
Participant contributions	-	-	-	-	252	232
Actuarial gain ¹	10,747	(7,298)	3,391	(12,435)	(125)	(611)
Plan amendments	-	-	497	-	-	-
Settlement payments	-	(141)	-	(252)	-	-
Benefits paid	(21,182)	(20,946)	(8,526)	(7,663)	(2,576)	(2,866)
Foreign currency translation effect	-	-	(2,552)	4,900	-	-
Benefit obligation at end of year	258,810	255,390	148,310	146,796	20,850	22,133
Change in plan assets						
Fair value of plan assets at beginning of year	319,738	326,786	134,622	141,908	133,453	120,782
Acquisitions	-	-	615	-	-	-
Actual return on plan assets	49,271	12,811	9,189	(5,545)	44,160	15,160
Employer contributions	1,197	1,228	1,624	1,744	85	145
Participant contributions	-	-	-	-	252	232
Settlement payments	-	(141)	-	-	-	-
Benefits paid ²	(21,182)	(20,946)	(8,526)	(7,663)	(2,575)	(2,866)
Foreign currency translation effect	-	-	(1,957)	4,178	-	-
Fair value of plan assets at end of year	349,024	319,738	135,567	134,622	175,375	133,453
Plan assets in excess of (less than) benefit obligation as of year end	\$ 90,214	\$ 64,348	\$ (12,743)	\$ (12,174)	\$ 154,525	\$ 111,320

¹ Actuarial gain in 2024 and 2023 for the U.S. Plans is primarily due to assumption changes. Actuarial gain in 2024 and 2023 for the Non-U.S. Plans are due to both assumption changes and plan experience.

² Amount excludes benefit payments made from sources other than plan assets.

Amounts in accumulated other comprehensive income (loss) that have not been recognized as components of net periodic benefit cost

	Pension Benefits				Other Postretirement Benefits	
	U.S. Plans		Non-U.S. Plans		Benefits	
	2024	2023	2024	2023	2024	2023
Unrecognized actuarial loss (gain)	\$ 126,583	\$ 143,522	\$ 47,595	\$ 49,128	\$ (47,532)	\$ (14,442)
Unrecognized prior service cost	-	-	1,600	1,196	-	-
Ending balance	\$ 126,583	\$ 143,522	\$ 49,195	\$ 50,324	\$ (47,532)	\$ (14,442)

	Pension Benefits				Other Postretirement Benefits	
	U.S. Plans		Non-U.S. Plans		Benefits	
	2024	2023	2024	2023	2024	2023
Statement of financial position as of fiscal year-end						
Non-current assets	\$ 102,637	\$ 76,677	\$ 16,846	\$ 15,635	\$ 156,576	\$ 113,431
Accrued benefit cost	-	-	-	-	-	-
Current liabilities	(1,239)	(1,239)	(1,443)	(1,464)	(214)	(218)
Non-current liabilities	(11,184)	(11,089)	(28,146)	(26,345)	(1,837)	(1,893)
Ending balance	\$ 90,214	\$ 64,349	\$ (12,743)	\$ (12,174)	\$ 154,525	\$ 111,320

The accumulated benefit obligation of the U.S. pension and other postretirement plans was \$275,599 at November 30, 2024 and \$273,197 at December 2, 2023. The accumulated benefit obligation of the non-U.S. pension plans was \$142,503 at November 30, 2024 and \$141,402 at December 2, 2023.

The following amounts relate to pension plans with accumulated benefit obligations in excess of plan assets as of November 30, 2024 and December 2, 2023:

	Pension Benefits and Other Postretirement Benefits			
	U.S. Plans		Non-U.S. Plans	
	2024	2023	2024	2023
Accumulated benefit obligation	\$ 12,423	\$ 12,329	\$ 36,809	\$ 35,034
Fair value of plan assets	-	-	10,046	9,700

The following amounts relate to pension plans with projected benefit obligations in excess of plan assets as of November 30, 2024 and December 2, 2023:

	Pension Benefits and Other Postretirement Benefits			
	U.S. Plans		Non-U.S. Plans	
	2024	2023	2024	2023
Projected benefit obligation	\$ 12,423	\$ 12,329	\$ 39,635	\$ 37,510
Fair value of plan assets	-	-	10,046	9,700

Information about the expected cash flows is as follows:

	Pension Benefits		Other Postretirement Benefits
	U.S. Plans	Non-U.S. Plans	
Employer contributions			
2025	\$ -	\$ -	-
Expected benefit payments			
2025	21,474	8,332	2,606
2026	21,376	8,573	2,491
2027	21,267	8,897	2,338
2028	21,215	8,634	2,210
2029- 2034	119,274	53,638	10,424

The components of our net period defined benefit pension and postretirement benefit costs other than service cost are presented as non-operating expenses and service cost is presented in operating expenses.

Components of net periodic benefit cost and other supplemental information for the years ended November 30, 2024, December 2, 2023, and December 3, 2022 are as follows:

	Pension Benefits						Other Postretirement Benefits		
	U.S. Plans			Non-U.S. Plans			Benefits		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Net periodic cost (benefit)									
Service cost	\$ -	\$ -	\$ -	\$ 1,538	\$ 1,670	\$ 2,765	\$ -	\$ -	\$ -
Interest cost	13,855	13,901	9,653	6,215	5,726	2,893	1,166	1,205	748
Expected return on assets	(26,220)	(28,821)	(29,018)	(6,587)	(7,027)	(6,465)	(10,909)	(9,859)	(11,084)
Amortization:									
Prior service (benefit) cost	-	-	(3)	84	62	63	-	-	-
Actuarial loss (gain)	4,637	2,541	4,132	2,066	1,993	2,411	(287)	-	(3,445)
Settlement charge	-	-	-	-	19	3,329	-	-	-
Net periodic (benefit) cost	\$ (7,728)	\$ (12,379)	\$ (15,237)	\$ 3,314	\$ 2,443	\$ 4,996	\$ (10,030)	\$ (8,654)	\$ (13,781)

Weighted-average assumptions used to determine benefit obligations	U.S. Plans			Non-U.S. Plans			Other Postretirement Benefits		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Discount rate	5.23%	5.66%	5.36%	4.03%	4.37%	3.70%	5.09%	5.61%	5.29%
Rate of compensation increase ¹	0.00%	0.00%	0.00%	1.76%	1.82%	1.83%	N/A	N/A	N/A
Weighted-average assumptions used to determine net costs for years ended									
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Discount rate	5.66%	5.36%	2.75%	4.36%	3.71%	1.29%	5.61%	5.29%	2.51%
Expected return on plan assets	7.75%	7.75%	7.00%	5.01%	5.02%	3.49%	8.25%	8.25%	8.25%
Rate of compensation increase ¹	0.00%	0.00%	0.00%	1.86%	1.82%	1.68%	0.00%	0.00%	0.00%

1 Under the U.S. pension plan, the compensation amount was locked-in as of May 31, 2011 and thus the benefit no longer includes compensation increases.

The discount rate assumption is determined using an actuarial yield curve approach, which results in a discount rate that reflects the characteristics of the plan. The approach identifies a broad population of corporate bonds that meet the quality and size criteria for the particular plan. We use this approach rather than a specific index that has a certain set of bonds that may or may not be representative of the characteristics of our particular plan. A higher discount rate reduces the present value of the pension obligations. The discount rate for the U.S. pension plan was 5.23 percent at November 30, 2024, 5.66 percent at December 2, 2023 and 5.36 percent at December 3, 2022. Net periodic pension cost for a given fiscal year is based on assumptions developed at the end of the previous fiscal year. A discount rate change of 0.5 percentage points at November 30, 2024 would impact U.S. pension and other postretirement plan (income) expense by approximately \$144 (pre-tax) in fiscal 2025. Discount rates for non-U.S. plans are determined in a manner consistent with the U.S. plans.

For the U.S. pension plan, we adopted the Adjusted Pri-2012 base mortality table projected generationally using scale MP-2021.

The expected long-term rate of return on plan assets assumption for the U.S. pension plan was 7.75 percent in 2024, 7.75 percent in 2023 and 7.00 percent in 2022. Our expected long-term rate of return on U.S. plan assets was based on our target asset allocation assumption of 55 percent equities and 45 percent fixed-income. Management, in conjunction with our external financial advisors, determines the expected long-term rate of return on plan assets by considering the expected future returns and volatility levels for each asset class that are based on historical returns and forward-looking observations. For 2024, the expected long-term rate of return on the target equities allocation was 8.50 percent and the expected long-term rate of return on the target fixed-income allocation was 5.60 percent. The total plan rate of return assumption included an estimate of the effect of diversification and the plan expense. A change of 0.5 percentage points for the expected return on assets assumption would impact U.S. net pension and other postretirement plan expense by approximately \$2,622 (pre-tax).

Management, in conjunction with our external financial advisors, uses the actual historical rates of return of the asset categories to assess the reasonableness of the expected long-term rate of return on plan assets.

The expected long-term rate of return on plan assets assumption for non-U.S. pension plans was a weighted-average of 5.01 percent in 2024 compared to 5.02 percent in 2023 and 3.49 percent in 2022. The expected long-term rate of return on plan assets assumption used in each non-U.S. plan is determined on a plan-by-plan basis for each local jurisdiction and is based on expected future returns for the investment mix of assets currently in the portfolio for that plan. Management, in conjunction with our external financial advisors, develops expected rates of return for each plan, considers expected long-term returns for each asset category in the plan, reviews expectations for inflation for each local jurisdiction, and estimates the effect of active management of the plan's assets. Our largest non-U.S. pension plans are in the United Kingdom and Germany. The expected long-term rate of return on plan assets for the United Kingdom was 4.50 percent and the expected long-term rate of return on plan assets for Germany was 5.50 percent. Management, in conjunction with our external financial advisors, uses actual historical returns of the asset portfolio to assess the reasonableness of the expected rate of return for each plan.

	2024	2023	2022
Assumed health care trend rates			
Health care cost trend rate assumed for next year	6.00%	6.25%	6.50%
Rate to which the cost trend rate is assumed to decline (the ultimate trend rate)	5.75%	5.75%	5.75%
Fiscal year that the rate reaches the ultimate trend rate	2026	2026	2026

The asset allocation for the Company's U.S. and non-U.S. pension plans at the end of 2024 and 2023 follows.

Asset Category	U.S. Pension Plans			Non-U.S. Pension Plans			Other Postretirement Plans		
	Percentage of Plan Assets at Year-End			Percentage of Plan Assets at Year-End			Percentage of Plan Assets at Year-End		
	Target 2024	2024	2023	Target 2024	2024	2023	Target 2024	2024	2023
Equities	55.0%	52.4%	53.8%	21.7%	23.0%	22.0%	0.0%	0.0%	0.0%
Fixed income	45.0%	46.1%	44.9%	78.3%	76.5%	77.2%	0.0%	0.0%	0.0%
Insurance	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	98.0%	99.5%
Cash ¹	0.0%	1.5%	1.3%	0.0%	0.5%	0.8%	0.0%	2.0%	0.5%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Plan Asset Management

Plan assets are held in trust and invested in mutual funds, separately managed accounts and other commingled investment vehicles holding U.S. and non-U.S. equity securities, fixed income securities and other investment classes. We employ a total return approach whereby a mix of equities and fixed income investments are used to maximize the long-term return of plan assets for a prudent level of risk. Futures and options may also be used to enhance risk-adjusted long-term returns while improving portfolio diversification and duration. Risk management is accomplished through diversification across asset classes, utilization of multiple investment managers and general plan-specific investment policies. Risk tolerance is established through careful consideration of the plan liabilities, plan funded status and our assessment of our overall liquidity position. This asset allocation policy mix is reviewed annually and actual versus target allocations are monitored regularly and rebalanced on an as-needed basis. Plan assets are invested using a combination of active and passive investment strategies. Passive, or "indexed" strategies, attempt to mimic rather than exceed the investment performance of a market benchmark. The plans' active investment strategies employ multiple investment management firms which in aggregate cover a range of investment styles and approaches. Performance is monitored and compared to relevant benchmarks on a regular basis.

The U.S. pension plans consist of two plans: a pension plan and a supplemental executive retirement plan ("SERP"). There were no assets in the SERP in 2024 and 2023. Consequently, all of the data disclosed in the asset allocation table for the U.S. pension plans pertain to our U.S. pension plan.

During 2024, we maintained our assets within the allowed ranges of the target asset allocation mix of 55 percent equities and 45 percent fixed income plus or minus 5 percent and continued our focus to reduce volatility of plan assets in future periods and to more closely match the duration of the assets with the duration of the liabilities of the plan.

The non-U.S. pension plans consist of all the pension plans administered outside the U.S., principally consisting of plans in Germany and the United Kingdom. During 2024, we maintained our assets for the non-U.S. pension plans at the specific target asset allocation mix determined for each plan plus or minus the allowed rate and continued our focus to reduce volatility of plan assets in future periods and to more closely match the duration of the assets with the duration of the liabilities of the individual plans. We plan to maintain the portfolios at their respective target asset allocations in 2024.

Other postretirement benefits plans consist of two U.S. plans: a retiree medical health care plan and a group term life insurance plan. There were no assets in the group term life insurance plan for 2024 and 2023. Consequently, all of the data disclosed in the asset allocation table for other postretirement plans pertain to our retiree medical health care plan. Our investment strategy for other postretirement benefit plans is to own insurance policies that maintain an asset allocation nearly completely in equities. These equities are invested in a passive portfolio indexed to the S&P 500.

Fair Value of Plan Assets

The following table presents plan assets categorized within a three-level fair value hierarchy as described in Note 13.

November 30, 2024				
	Level 1	Level 2	Level 3	Total Assets
U.S. Pension Plans				
Equities	\$ -	\$ 183,061	\$ -	\$ 183,061
Fixed income	-	134,261	-	134,261
Cash	5,169	-	-	5,169
Total categorized in the fair value hierarchy	5,169	317,322	-	322,491
Other investments measured at NAV ¹				26,533
Total	\$ 5,169	\$ 317,322	\$ -	\$ 349,024
Non-U.S. Pension Plans				
Equities	\$ 31,015	\$ -	\$ -	\$ 31,015
Fixed income	41,869	-	722	42,591
Insurance	-	-	603	603
Cash	674	-	-	674
Total categorized in the fair value hierarchy	73,558	-	1,325	74,883
Other investments measured at NAV ¹				60,684
Total	\$ 73,558	\$ -	\$ 1,325	\$ 135,567
Other Postretirement Benefits				
Insurance	\$ -	\$ -	\$ 171,809	\$ 171,809
Cash	3,566	-	-	3,566
Total	\$ 3,566	\$ -	\$ 171,809	\$ 175,375
December 2, 2023				
	Level 1	Level 2	Level 3	Total Assets
U.S. Pension Plans				
Equities	\$ -	\$ 172,166	\$ -	\$ 172,166
Fixed income	-	129,044	-	129,044
Cash	4,054	-	-	4,054
Total categorized in the fair value hierarchy	4,054	301,210	-	305,264
Other investments measured at NAV ¹				14,474
Total	\$ 4,054	\$ 301,210	\$ -	\$ 319,738
Non-U.S. Pension Plans				
Equities	\$ 29,601	\$ -	\$ -	\$ 29,601
Fixed income	40,686	-	726	41,412
Cash	1,137	-	-	1,137
Total categorized in the fair value hierarchy	71,424	-	726	72,150
Other investments measured at NAV ¹				62,472
Total	\$ 71,424	\$ -	\$ 726	\$ 134,622

Other Postretirement Benefits	Level 1	Level 2	Level 3	Total Assets
Insurance	\$ -	\$ -	\$ 132,754	\$ 132,754
Cash	699	-	-	699
Total	\$ 699	\$ -	\$ 132,754	\$ 133,453

1 In accordance with ASC Topic 820-10, *Fair Value Measurement*, certain investments that are measured at NAV (Net Asset Value per share) (or its equivalent) practical expedient have not been classified in the fair value hierarchy. The fair value amounts represented in this table are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the statement of financial position.

The definitions of fair values of our pension and other postretirement benefit plan assets at November 30, 2024 and December 2, 2023 by asset category are as follows:

Equities—Primarily publicly traded common stock for purposes of total return and to maintain equity exposure consistent with policy allocations. Investments include: (i) U.S. and non-U.S. equity securities and mutual funds valued at closing prices from national exchanges; and (ii) commingled funds valued at unit values or net asset values provided by the investment managers, which are based on the fair value of the underlying investments. Funds valued at net asset value have various investment strategies including seeking maximum total returns consistent with prudent investment management, seeking current income consistent with preservation of capital and daily liquidity and seeking to approximate the risk and return characterized by a specific index fund. There are no restrictions for redeeming holdings out of these funds and the funds have no unfunded commitments.

Fixed income—Primarily corporate and government debt securities for purposes of total return and managing fixed income exposure to policy allocations. Investments include (i) mutual funds valued at closing prices from national exchanges, (ii) corporate and government debt securities valued at closing prices from national exchanges, (iii) commingled funds valued at unit values or net asset value provided by the investment managers, which are based on the fair value of the underlying investments, and (iv) an annuity contract, the value of which is determined by the provider and represents the amount the plan would receive if the contract were cashed out at year-end.

Insurance—Insurance contracts for purposes of funding postretirement medical benefits. Fair values are the cash surrender values as determined by the providers which are the amounts the plans would receive if the contracts were cashed out at year end.

Cash—Cash balances on hand, accrued income and pending settlements of transactions for purposes of handling plan payments. Fair values are the cash balances as reported by the Trustees of the plans.

The following is a roll forward of the Level 3 investments of our pension and postretirement benefit plan assets during the years ended November 30, 2024 and December 2, 2023:

	Fixed Income	
	2024	2023
Level 3 balance at beginning of year	\$ -	\$ 45,251
Net transfers out of level 3	-	(45,072)
Purchases, sales, issuances and settlements, net	-	(179)
Level 3 balance at end of year	\$ -	\$ -

	Fixed Income	
	2024	2023
Level 3 balance at beginning of year	\$ 726	\$ 703
Transfers into level 3	603	-
Net gains	17	-
Currency change effect	(21)	23
Level 3 balance at end of year	\$ 1,325	\$ 726

	Insurance	
	2024	2023
Level 3 balance at beginning of year	\$ 132,754	\$ 119,446
Purchases, sales, issuances and settlements, net	(1,431)	(1,144)
Net gains	40,486	14,452
Level 3 balance at end of year	\$ 171,809	\$ 132,754

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Note 11 - Income Taxes

Notes to Financial Statements

Income Tax Disclosure

[Text Block]

12 Months Ended Nov. 30, 2024

Note 11: Income Taxes

Income before income taxes and income from equity method investments	2024	2023	2022
United States	\$ (46,064)	\$ 15,276	\$ 63,718
Non-U.S.	228,727	218,884	188,210
Total	\$ 182,663	\$ 234,160	\$ 251,928

Components of the provision for income tax expense (benefit)	2024	2023	2022
Current:			
U.S. federal	\$ 14,150	\$ 18,347	\$ 12,181
State	4,104	5,529	3,389
Non-U.S.	92,721	87,449	63,750
	110,975	111,325	79,320
Deferred:			
U.S. federal	(44,784)	(100)	8,150
State	(4,442)	(4,111)	(1,767)
Non-U.S.	(5,368)	(13,585)	(8,517)
	(54,594)	(17,796)	(2,134)
Total	\$ 56,381	\$ 93,529	\$ 77,186

Reconciliation of effective income tax	2024	2023	2022
Tax at statutory U.S. federal income tax rate	\$ 38,359	\$ 49,174	\$ 52,760
State income taxes, net of federal benefit	(307)	1,137	1,252
Foreign dividend repatriation	1,943	21,730	2,596
Foreign operations	13,232	12,558	1,868
Executive compensation over \$1.0 million	1,690	784	2,847
Non-U.S. stock option expense	676	730	525
Change in valuation allowance	(1,800)	725	3,187
Research and development tax credit	(1,460)	(1,400)	(927)
Foreign-derived intangible income	(625)	(2,665)	(2,786)
Global intangible low-taxed income	1,581	2,345	1,890
Provision to return	(1,595)	1,336	840
Cross currency swap	-	-	7,020
Contingency reserve	3,416	5,951	5,909
Excess Tax Benefit Related to Stock Options & Restricted Stock	(3,083)	(850)	(2,016)
Goodwill Impairment Related to Flooring	2,373	-	-
Other	1,981	1,974	2,221
Total income tax expense	\$ 56,381	\$ 93,529	\$ 77,186

1 Foreign dividend repatriation line includes impact of withholding tax recorded on earnings that are no longer permanently reinvested.

Deferred income tax balances at each year-end related to:	2024	2023
Deferred tax assets:		
Pension and other post-retirement benefit plans	\$ -	\$ 5,306
Employee benefit costs	28,116	27,672
Foreign tax credit carryforward	7,555	6,538
Tax loss carryforwards	20,059	25,894
Leases	16,203	12,716
Hedging activity	11,688	18,638
Interest deduction limitation	57,233	37,519
Other	31,026	33,022
Gross deferred tax assets	176,198	167,305
Less: valuation allowance	(11,696)	(15,595)
Total net deferred tax assets	164,502	151,710
Deferred tax liability:		
Depreciation and amortization	(187,897)	(209,266)
Pension and other post-retirement benefit plans	(58,119)	(41,444)
Undistributed earnings of non-U.S. subsidiaries	(4,933)	(21,926)
Leases	(15,948)	(12,510)
Total deferred tax liability	(266,897)	(285,146)
Net deferred tax liability	\$ (102,395)	\$ (133,436)

The difference between the change in the deferred tax liability on the balance sheet and the deferred tax provision is primarily related to the defined benefit pension plan adjustment and hedges recorded in accumulated other comprehensive income (loss) offset by liabilities established in purchase accounting.

Valuation allowances primarily relate to foreign net operating loss carryforwards and branch foreign tax credit carryforwards where the future potential benefits do not meet the more-likely-than-not realization test. The decrease in the valuation allowance is primarily related to a decrease in foreign net operating losses for which the Company does not expect to receive a full tax benefit.

Deferred tax assets and liabilities are measured using the currently enacted tax rates that apply to taxable income in effect for the years in which those deferred tax assets and liabilities are expected to be realized or settled. We record a valuation allowance to reduce deferred tax assets to the amount that is believed more-likely-than-not to be realized. We believe it is more-likely-than-not that reversal of deferred tax liabilities and forecasted income will be sufficient to fully recover the net deferred tax assets not already offset by a valuation allowance. In the event that all or part of the gross deferred tax assets are determined not to be realizable in the future, an adjustment to the valuation allowance would be charged to earnings in the period such determination is made.

U.S. income taxes have not been provided on approximately \$1,197,517 of undistributed earnings of non-U.S. subsidiaries. We intend to indefinitely reinvest these undistributed earnings. Cash available in the United States has historically been sufficient and we expect it will continue to be sufficient to fund U.S. cash flow requirements. In the event these earnings are later distributed to the U.S., such distributions would likely result in additional U.S. tax.

While non-U.S. operations have been profitable overall, there are cumulative tax losses of \$68,380 in various countries. These tax losses can be carried forward to offset the income tax liabilities on future income in these countries. Cumulative tax losses of \$45,177 can be carried forward indefinitely, while the remaining \$23,203 of tax losses must be utilized during 2025 to 2042.

The U.S. has a branch foreign tax credit carryforward of \$4,351. A valuation allowance has been recorded against this foreign tax credit carryforward to reflect that this amount is not more-likely-than-not to be realized.

The table below sets forth the changes to our gross unrecognized tax benefit as a result of uncertain tax positions, excluding accrued interest. We do not anticipate that the total unrecognized tax benefits will change significantly within the next twelve months.

	2024	2023
Balance at beginning of year	\$ 14,254	\$ 17,582
Tax positions related to the current year:		
Additions	1,027	723
Tax positions related to prior years:		
Additions	4,434	5,658
Reductions	(755)	(965)
Settlements	(775)	(8,156)
Lapses in applicable statutes of limitation	(2,595)	(588)
Balance at end of year	\$ 15,590	\$ 14,254

Included in the balance of unrecognized tax benefits as of November 30, 2024 and December 2, 2023 are potential benefits of \$12,431 and \$10,338 respectively, that, if recognized, would affect the effective tax rate.

We report accrued interest and penalties related to unrecognized tax benefits in income tax expense. For the year ended November 30, 2024, we recognized a net benefit for interest and penalties of \$658 relating to unrecognized tax benefits and had net accumulated accrued interest and penalties of \$4,840 as of November 30, 2024. For the year ended December 2, 2023, we recognized a net benefit for interest and penalties of \$824 relating to unrecognized tax benefits and had net accumulated accrued interest and penalties of \$6,708 as of December 2, 2023.

We are subject to U.S. federal income tax as well as income tax in numerous state and foreign jurisdictions. We are no longer subject to U.S. federal tax examination for years prior to 2021 or Swiss income tax examination for years prior to 2022. During the fourth quarter of 2024, H.B. Fuller (China) Adhesives, Ltd. settled its transfer pricing audit covering the calendar years 2005 through 2014. We are in various stages of examination and appeal in other foreign jurisdictions. Although the final outcomes of these examinations cannot currently be determined, we believe that we have recorded adequate liabilities with respect to these examinations.

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Note 12 - Financial Instruments
[Notes to Financial Statements](#)
[Derivative Instruments and Hedging Activities Disclosure](#) [Text Block](#)

**12 Months Ended
Nov. 30, 2024**

Note 12: Financial Instruments

Overview

As a result of being a global enterprise, foreign currency exchange rates and fluctuations in those rates may affect the Company's net investment in foreign subsidiaries and our earnings, cash flows and financial position are exposed to foreign currency risk from foreign currency denominated receivables and payables.

We use foreign currency forward contracts, cross-currency swaps, interest rate swaps and net investment hedges to manage risks associated with foreign currency exchange rates and interest rates. We do not hold derivative financial instruments of a speculative nature or for trading purposes. We record derivatives as assets and liabilities on the balance sheet at fair value. Changes in fair value are recognized immediately in earnings unless the derivative qualifies and is designated as a hedge. Cash flows from derivatives are classified in the Consolidated Statement of Cash Flows in the same category as the cash flows from the items subject to designated hedge or undesignated (economic) hedge relationships. We evaluate hedge effectiveness at inception and on an ongoing basis. If a derivative is no longer expected to be effective, hedge accounting is discontinued. Hedge ineffectiveness, if any, is recorded in earnings.

We are exposed to credit risk in the event of nonperformance of counterparties for foreign currency forward exchange contracts and interest rate swap agreements. We select investment-grade multinational banks and financial institutions as counterparties for derivative transactions and monitor the credit quality of each of these banks on a periodic basis as warranted. We do not anticipate nonperformance by any of these counterparties, and valuation allowances, if any, are *de minimis*.

Cash Flow Hedges

On January 12, 2023, we entered into an interest rate swap agreement to convert \$400,000 of our variable rate 1-month LIBOR debt to a fixed rate of 3.6895 percent that matures on January 12, 2028. On February 28, 2023, after refinancing our debt, we amended the interest rate swap agreement to our 1-month SOFR debt to a fixed rate of 3.7260 in accordance with the practical expedients included in ASC 848, *Reference Rate Reform*. The combined fair value of the interest rate swap was an asset of \$1,120 at November 30, 2024 and was included in other assets in the Consolidated Balance Sheets. The swap was designated for hedge accounting treatment as a cash flow hedge. We are applying the hypothetical derivative method to assess hedge effectiveness for this interest rate swap. Changes in the fair value of a hypothetically perfect swap with terms that match the critical terms of our variable rate debt are compared with the change in the fair value of the swap.

On March 16, 2023, we entered into an interest rate swap agreement to convert \$300,000 of our 1-month SOFR debt to a fixed rate of 3.7210 percent that matures on February 15, 2028. The combined fair value of the interest rate swap was an asset of \$661 at November 30, 2024 and was included in other assets in the Consolidated Balance Sheets. The swap was designated for hedge accounting treatment as a cash flow hedge. We are applying the hypothetical derivative method to assess hedge effectiveness for this interest rate swap. Changes in the fair value of a hypothetically perfect swap with terms that match the critical terms of our variable rate debt are compared with the change in the fair value of the swaps.

On March 16, 2023, we entered into an interest rate swap agreement to convert \$100,000 of our 1-month SOFR debt to a fixed rate of 3.8990 percent that matures on February 15, 2028. The combined fair value of the interest rate swap was a liability of \$265 at November 30, 2024 and was included in other liabilities in the Consolidated Balance Sheets. The swap was designated for hedge accounting treatment as a cash flow hedge. We are applying the hypothetical derivative method to assess hedge effectiveness for these interest rate swaps. Changes in the fair value of a hypothetically perfect swap with terms that match the critical terms of our variable rate debt are compared with the change in the fair value of the swaps.

Net Investment Hedges

On October 17, 2022, we entered into a float-to-float cross-currency interest rate swap agreement with a notional amount of €307,173 maturing in October 2028. On October 20, 2022, we entered into fixed-to-fixed cross-currency interest rate swap agreements for a total notional amount of €300,000 with tranches maturing in August 2025, August 2026 and February 2027. On June 30, 2023, 1-month LIBOR rates ceased to exist and the IBOR Fallbacks Protocol published by the International Swaps and Derivatives Association (ISDA) took effect as outlined in the interest rate swap agreement. As a result, the 1-month LIBOR leg of the float-to-float agreement was converted to Overnight SOFR plus 3.28 percent. On July 17, 2023, we amended the 1-month EURIBOR leg of the float-to-float agreement to Overnight ESTR plus 3.2195 percent. We applied the practical expedients included in ASC 848, *Reference Rate Reform*. As of November 30, 2024, the combined fair value of the swaps was a liability of \$51,871 and was included in other liabilities in the Consolidated Balance Sheets. The cross-currency interest rate swaps hedge a portion of the Company's investment in Euro denominated foreign subsidiaries.

The swaps are designated as net investment hedges for accounting treatment. The net gains or losses attributable to changes in spot exchange rates are recorded in the cumulative translation adjustment within other comprehensive income (loss). The gains or losses are reclassified into earnings upon a liquidation event or deconsolidation of the foreign subsidiary. Any ineffective portions of net investment hedges are reclassified from accumulated other comprehensive income (loss) into earnings during the period of change. The amount in accumulated other comprehensive income (loss) related to net investment hedge cross-currency swaps was a loss of \$37,481 as of November 30, 2024. As of November 30, 2024, we did not reclassify any gains or losses into earnings from net investment hedges and we do not expect to reclassify any such gain or loss into earnings within the next twelve months. No amounts related to net investment hedges have been excluded from the assessment of hedge effectiveness.

The amounts of pretax gains (losses) recognized in comprehensive income related to derivative instruments designated as cross-currency swaps, interest rate swaps and net investment hedges are as follows:

	November 30, 2024	December 2, 2023	December 3, 2022
Cross-currency swaps	\$ -	\$ -	\$ 5,536
Interest rate swap contracts	\$ (14,831)	\$ 5,932	\$ 13,148
Net investment hedges	\$ 23,058	\$ (18,555)	\$ (54,040)

Fair Value Hedges

On February 12, 2021, we entered into interest rate swap agreements to convert our \$300,000 Public Notes that were issued on October 20, 2020 to a variable interest rate of 1-month LIBOR plus 3.28 percent. On June 30, 2023, 1-month LIBOR ceased to exist and the IBOR Fallbacks Protocol published by the International Swaps and Derivatives Association ("ISDA") took effect as outlined in the interest rate swap agreement. As a result, the interest rate swap agreement was converted to Overnight SOFR plus 3.28 percent. We applied the practical expedients included in ASC 848, *Reference Rate Reform*. See Note 7 for further discussion on the issuance of our Public Notes. These interest rate swap agreements mature on October 15, 2028. The combined fair value of the interest rate swaps was a liability of \$32,775 at November 30, 2024, and was included in other liabilities in the Consolidated Balance Sheets. The swaps were designated for hedge accounting treatment as fair value hedges. We apply the short cut method and assume hedge effectiveness. Changes in the fair value of a hypothetically perfect swap with terms that match the critical terms of our \$300,000 fixed rate Public Notes are compared with the change in the fair value of the swaps.

On February 14, 2017, we entered into an interest rate swap agreement to convert \$150,000 of our \$300,000 Public Notes that were issued on February 14, 2017 to a variable interest rate of 1-month LIBOR plus 1.86 percent. The swap was designated for hedge accounting treatment as a fair value hedge. We applied the hypothetical derivative method to assess hedge effectiveness for this interest rate swap. Changes in the fair value of a hypothetically perfect swap with terms that match the critical terms of our \$150,000 fixed rate Public Notes are compared with the change in the fair value of the swap. On May 1, 2020, we terminated the swap agreement. Upon termination, we received \$15,808 in cash. The remaining swap liability will be accounted for as a discount on long-term debt and will be amortized to interest expense over the remaining life of the Public Notes of seven years.

Derivatives Not Designated As Hedging Instruments

The Company uses foreign currency forward contracts to offset its exposure to the change in value of certain foreign currency denominated assets and liabilities held at foreign subsidiaries that are remeasured at the end of each period. Although the contracts are effective economic hedges, they are not designated as accounting hedges. Foreign currency forward contracts are recorded as assets and liabilities on the balance sheet at fair value. Changes in the value of these derivatives are recognized immediately in earnings, thereby offsetting the current earnings effect of the related foreign currency denominated assets and liabilities. See Note 13 for fair value amounts of these derivative instruments.

As of November 30, 2024, we had forward foreign currency contracts maturing between December 2, 2024 and February 4, 2025. The mark-to-market effect associated with these contracts was largely offset by the underlying transaction gains and losses resulting from the foreign currency exposures for which these contracts relate.

The amounts of pretax (losses) gains recognized in other (expense) income, net related to derivative instruments not designated as hedging instruments are as follows:

	November 30, 2024	December 2, 2023	December 3, 2022
Foreign currency forward contracts	\$ (4,927)	\$ 8,497	\$ 5,711

Concentrations of credit risk with respect to trade accounts receivable are limited due to the large number of entities in the customer base and their dispersion across many different industries and countries. As of November 30, 2024, there were no significant concentrations of credit risk.

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Note 13 - Fair Value Measurements

Notes to Financial Statements
Fair Value Disclosures
[Text Block]

12 Months Ended
Nov. 30, 2024

Note 13: Fair Value Measurements

Overview

Estimates of fair value for financial assets and liabilities are based on the framework established in the accounting guidance for fair value measurements. The framework defines fair value, provides guidance for measuring fair value and requires certain disclosures. The framework discusses valuation techniques, such as the market approach (comparable market prices), the income approach (present value of future income or cash flow) and the cost approach (cost to replace the service capacity of an asset or replacement cost). The framework utilizes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value into three broad levels. The following is a brief description of those three levels:

- Level 1: Observable inputs such as quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly. These include quoted prices for similar assets or liabilities in active markets and quoted prices for identical or similar assets or liabilities in markets that are not active.
- Level 3: Unobservable inputs that reflect management’s assumptions, and include situations where there is little, if any, market activity for the asset or liability.

Balances Measured at Fair Value on a Recurring Basis

The following table presents information about our financial assets and liabilities that are measured at fair value on a recurring basis as of November 30, 2024 and December 2, 2023, and indicates the fair value hierarchy of the valuation techniques utilized to determine such fair value.

Description	November 30, 2024	Fair Value Measurements Using:		
		Level 1	Level 2	Level 3
Assets:				
Marketable securities	\$ 8,584	\$ 8,584	\$ -	\$ -
Foreign exchange contract assets	2,147	-	2,147	-
Interest rate swaps, cash flow hedge asset	1,781	-	1,781	-
Liabilities:				
Foreign exchange contract liabilities	\$ 7,074	\$ -	\$ 7,074	\$ -
Interest rate swaps, cash flow hedge liability	265	-	265	-
Interest rate swaps, fair value hedge liabilities	32,775	-	32,775	-
Net investment hedge liability	51,871	-	51,871	-

Description	December 2, 2023	Fair Value Measurements Using:		
		Level 1	Level 2	Level 3
Assets:				
Marketable securities	\$ 19,314	\$ 19,314	\$ -	\$ -
Foreign exchange contract assets	13,501	-	13,501	-
Interest rate swaps, cash flow hedge assets	3,632	-	3,632	-
Liabilities:				
Foreign exchange contract liabilities	\$ 5,004	\$ -	\$ 5,004	\$ -
Interest rate swaps, cash flow hedge liabilities	63	-	63	-
Interest rate swaps, fair value hedge liabilities	41,532	-	41,532	-
Net investment hedge liability	72,589	-	72,589	-
Contingent consideration liability	1,370	-	-	1,370

The valuation of our contingent consideration liability related to the acquisitions of GSSI and TissueSeal was \$870 and \$500, respectively, as of December 2, 2023. Contingent consideration of \$870 related to the acquisition of GSSI was paid during 2024 following the completion of certain performance goals and conditions and contingent consideration of \$500 related to the acquisition of TissueSeal was reversed during 2024 as conditions for payment were not met. Adjustments to the fair value of contingent consideration are recorded to selling, general and administrative expenses in the Statement of Income. See Note 2 for further discussion regarding our acquisitions.

Contingent consideration liability	2024
Level 3 balance at beginning of year	\$ 1,370
Payment of contingent consideration	(870)
Reversal of contingent consideration	(500)
Level 3 balance at end of year	\$ -

Balances Measured at Fair Value on a Nonrecurring Basis

We measure certain assets and liabilities at fair value on a nonrecurring basis. These assets include intangible assets acquired in an acquisition. The identified intangible assets of customer relationships, technology and tradenames acquired in connection with our acquisitions were measured using unobservable (Level 3) inputs. The fair value of the intangible assets was calculated using either the income or cost approach. Significant inputs include estimated revenue growth rates, gross margins, operating expenses, attrition rate, royalty rate and discount rate.

See Note 2 for further discussion regarding our acquisitions.

See Note 7 for discussion regarding the fair value of debt.

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Note 14 - Commitments and Contingencies - USD (\$)
\$ in Thousands

Liabilities [Abstract]
Other Liabilities.
Noncurrent
Notes to Financial Statements
Commitments and Contingencies
Disclosure [Text Block]

Note 14: Commitments and Contingencies

Environmental Matters

From time to time, we become aware of compliance matters relating to, or receive notices from, federal, state or local entities regarding possible or alleged violations of environmental, health or safety laws and regulations. We review the circumstances of each individual site, considering the number of parties involved, the level of potential liability or our contribution relative to the other parties, the nature and magnitude of the hazardous substances involved, the method and extent of remediation, the estimated legal and consulting expense with respect to each site and the time period over which any costs would likely be incurred. Also, from time to time, we are identified as a potentially responsible party (“PRP”) under the Comprehensive Environmental Response, Compensation and Liability Act (“CERCLA”) and/or similar state laws that impose liability for costs relating to the clean up of contamination resulting from past spills, disposal or other release of hazardous substances. We are also subject to similar laws in some of the countries where current and former facilities are located. Our environmental, health and safety department monitors compliance with applicable laws on a global basis. To the extent we can reasonably estimate the amount of our probable liabilities for environmental matters, we establish an undiscounted financial provision. We recorded liabilities of \$3,445 and \$5,034 as of November 30, 2024 and December 2, 2023, respectively, for probable and reasonably estimable environmental remediation costs. Of the amount reserved, \$1,055 and \$2,301 as of November 30, 2024 and December 2, 2023, respectively, is attributable to a facility we own in Simpsonville, South Carolina as a result of our Royal Adhesives acquisition that is a designated site under CERCLA.

Currently we are involved in various environmental investigations, clean up activities and administrative proceedings and lawsuits. In particular, we are currently deemed a PRP in conjunction with numerous other parties, in a number of government enforcement actions associated with landfills and/or hazardous waste sites. As a PRP, we may be required to pay a share of the costs of investigation and clean up of these sites. In addition, we are engaged in environmental remediation and monitoring efforts at a number of current and former operating facilities. While uncertainties exist with respect to the amounts and timing of the ultimate environmental liabilities, based on currently available information, we have concluded that these matters, individually or in the aggregate, will not have a material adverse effect on our results of operations, financial condition or cash flow.

Other Legal Proceedings

From time to time and in the ordinary course of business, we are a party to, or a target of, lawsuits, claims, investigations and proceedings, including product liability, personal injury, contract, patent and intellectual property, environmental, health and safety, tax and employment matters. While we are unable to predict the outcome of these matters, we have concluded, based upon currently available information, that the ultimate resolution of any pending matter, individually or in the aggregate, including the asbestos litigation described in the following paragraphs, will not have a material adverse effect on our results of operations, financial condition or cash flow.

We have been named as a defendant in lawsuits in which plaintiffs have alleged injury due to products containing asbestos manufactured more than 35 years ago. The plaintiffs generally bring these lawsuits against multiple defendants and seek damages (both actual and punitive) in very large amounts. In many cases, plaintiffs are unable to demonstrate that they have suffered any compensable injuries or that the injuries suffered were the result of exposure to products manufactured by us. We are typically dismissed as a defendant in such cases without payment. If the plaintiff presents evidence indicating that compensable injury occurred as a result of exposure to our products, the case is generally settled for an amount that reflects the seriousness of the injury, the length, intensity and character of exposure to products containing asbestos, the number and solvency of other defendants in the case, and the jurisdiction in which the case has been brought.

A significant portion of the defense costs and settlements in asbestos-related litigation is paid by third parties, including indemnification pursuant to the provisions of a 1976 agreement under which we acquired a business from a third party. Currently, this third party is defending and paying settlement amounts, under a reservation of rights, in most of the asbestos cases tendered to the third party.

In addition to the indemnification arrangements with third parties, we have insurance policies that generally provide coverage for asbestos liabilities, including defense costs. Historically, insurers have paid a significant portion of our defense costs and settlements in asbestos-related litigation. However, certain of our insurers are insolvent. We have entered into cost-sharing agreements with our insurers that provide for the allocation of defense costs and settlements and judgments in asbestos-related lawsuits. These agreements require, among other things, that we fund a share of settlements and judgments allocable to years in which the responsible insurer is insolvent.

A summary of the number of and settlement amounts for asbestos-related lawsuits and claims is as follows:

	Year Ended November 30, 2024	Year Ended December 2, 2023	Year Ended December 3, 2022
Lawsuits and claims settled	9	9	7
Settlement amounts	\$ 1,208	\$ 4,200	\$ 296
Insurance payments received or expected to be received	\$ 844	\$ 2,379	\$ 195

We do not believe that it would be meaningful to disclose the aggregate number of asbestos-related lawsuits filed against us because relatively few of these lawsuits are known to involve exposure to asbestos-containing products that we manufactured. Rather, we believe it is more meaningful to disclose the number of lawsuits that are settled and result in a payment to the plaintiff. To the extent we can reasonably estimate the amount of our probable liabilities for pending asbestos-related claims, we establish a financial provision and a corresponding receivable for insurance recoveries.

Based on currently available information, we have concluded that the resolution of any pending matter, including asbestos-related litigation, individually or in the aggregate, will not have a material adverse effect on our results of operations, financial condition or cash flow.

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Note 15 - Segments

[Notes to Financial Statements](#)
[Segment Reporting Disclosure \[Text Block\]](#)

12 Months Ended Nov. 30, 2024

Note 15: Segments

We are required to report segment information in the same way that we internally organize our business for assessing performance and making decisions regarding allocation of resources. Revenue and operating income of each of our segments are regularly reviewed by our chief operating decision maker to make decisions about resources to be allocated to the segments and assess their performance. Segment operating income is identified as gross profit less SG&A expenses. Corporate expenses, other than those included in Corporate Unallocated, are allocated to each operating segment. Consistent with our internal management reporting, Corporate Unallocated amounts include business acquisition and integration costs, organizational restructuring charges and project costs associated with our implementation of Project ONE. Corporate assets are not allocated to the operating segments. Inter-segment revenues are recorded at cost plus a markup for administrative costs.

We have three reportable segments: Hygiene, Health and Consumable Adhesives, Engineering Adhesives and Construction Adhesives. The business components within each operating segment are managed to maximize the results of the overall operating segment rather than the results of any individual business component of the operating segment. Results of individual components of each operating segment are subject to numerous allocations of segment-wide costs that may or may not have been focused on that particular component for a particular reporting period. The costs for these allocated resources are not tracked on a "where-used" basis as financial performance is assessed at the total operating segment level.

Reportable operating segment financial information for all periods presented is as follows:

	2024	2023	2022
Net revenue			
Hygiene, Health and Consumable Adhesives	\$ 1,546,351	\$ 1,601,487	\$ 1,695,934
Engineering Adhesives	1,459,137	1,428,744	1,532,639
Construction Adhesives	563,248	480,703	520,610
Total	\$ 3,568,736	\$ 3,510,934	\$ 3,749,183
Segment operating income (loss)			
Hygiene, Health and Consumable Adhesives	\$ 187,413	\$ 215,088	\$ 165,786
Engineering Adhesives	193,038	187,346	168,873
Construction Adhesives	25,304	5,961	22,989
Total segment	405,755	408,395	357,648
Corporate Unallocated ¹	(57,535)	(53,258)	(34,930)
Total	\$ 348,220	\$ 355,137	\$ 322,718
Depreciation and amortization			
Hygiene, Health and Consumable Adhesives	\$ 53,359	\$ 53,398	\$ 46,374
Engineering Adhesives	73,041	63,143	58,307
Construction Adhesives	44,173	41,915	41,713
Corporate Unallocated ¹	4,137	1,384	582
Total	\$ 174,710	\$ 159,840	\$ 146,976
Total assets ²			
Hygiene, Health and Consumable Adhesives	\$ 1,610,902	\$ 1,661,122	
Engineering Adhesives	1,687,391	1,627,715	
Construction Adhesives	1,085,811	990,296	
Corporate	549,140	444,442	
Total	\$ 4,933,244	\$ 4,723,575	
Capital expenditures			
Hygiene, Health and Consumable Adhesives	\$ 87,945	\$ 67,933	
Engineering Adhesives	11,071	14,888	
Construction Adhesives	6,482	4,540	
Corporate	33,740	31,776	
Total	\$ 139,238	\$ 119,137	

¹ Consistent with our internal management reporting, Corporate Unallocated amounts in the tables above include net revenue and charges that are not allocated to the Company's reportable segments.

² Segment assets include primarily inventory, accounts receivable, property, plant and equipment, goodwill, intangible assets and other miscellaneous assets. Corporate assets include primarily corporate property, plant and equipment, deferred tax assets, certain investments and other assets.

Reconciliation of segment operating income to income before income taxes and income from equity method investments:

	2024	2023	2022
Segment operating income	\$ 348,220	\$ 355,137	\$ 322,718
Other (expense) income, net	(37,115)	9,682	12,952
Interest expense	(133,124)	(134,602)	(91,521)
Interest income	4,682	3,943	7,779
Income before income taxes and income from equity method investments	\$ 182,663	\$ 234,160	\$ 251,928

Financial information about geographic areas

	Net Revenue		
	2024	2023	2022
United States	\$ 1,623,854	\$ 1,551,846	\$ 1,692,903
China	438,512	430,948	462,587
Germany	362,919	393,029	419,141
Countries with more than 10 percent of total	2,425,285	2,375,823	2,574,631
All other countries with less than 10 percent of total	1,143,451	1,135,111	1,174,552
Total	\$ 3,568,736	\$ 3,510,934	\$ 3,749,183
	Property, Plant and Equipment, net		
	2024	2023	2022
United States	\$ 472,084	\$ 425,765	\$ 375,353
China	109,665	110,061	101,563
Germany	98,233	114,266	107,903
All other countries with less than 10 percent of total	201,945	174,563	148,848
Total	\$ 881,927	\$ 824,655	\$ 733,667

We view the following disaggregation of net revenue by geographic region as useful to understanding the composition of revenue recognized during the respective reporting periods:

	November 30, 2024				
	Hygiene, Health and Consumable Adhesives	Engineering Adhesives	Construction Adhesives	Corporate Unallocated	Total
Americas	\$ 882,614	\$ 617,171	\$ 413,984	\$ -	\$ 1,913,769
EIMEA	455,751	451,174	117,553	-	1,024,478
Asia Pacific	207,986	390,792	31,711	-	630,489

	\$	1,546,351	\$	1,459,137	\$	563,248	\$	-	\$	3,568,736
	December 2, 2023									
	Hygiene, Health and Consumable Adhesives		Engineering Adhesives		Construction Adhesives		Corporate Unallocated		Total	
Americas	\$	919,024	\$	577,751	\$	363,517	\$	-	\$	1,860,292
EIMEA		476,397		460,327		85,738		-		1,022,462
Asia Pacific		206,066		390,666		31,448		-		628,180
	\$	1,601,487	\$	1,428,744	\$	480,703	\$	-	\$	3,510,934
	December 3, 2022									
	Hygiene, Health and Consumable Adhesives		Engineering Adhesives		Construction Adhesives		Corporate Unallocated		Total	
Americas	\$	1,003,179	\$	630,484	\$	411,951	\$	-	\$	2,045,614
EIMEA		471,299		478,573		78,773		-		1,028,645
Asia Pacific		221,456		423,582		29,886		-		674,924
	\$	1,695,934	\$	1,532,639	\$	520,610	\$	-	\$	3,749,183

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Note 16 - Subsequent Events

Notes to Financial Statements
Subsequent Events
Text Block

Note 16: Subsequent Events

Acquisitions

On December 2, 2024, we completed the acquisition of Medifill Limited (“Medifill”) for a purchase price of 49,919 Euros, or approximately \$51,252. Headquartered in Dublin, Ireland, Medifill produces medical-grade cyanoacrylate adhesives tailored to the wound closure market. The acquisition establishes European production capabilities for our medical adhesives offerings. The fair value measurement for this acquisition has not been completed. The acquisition will be included in our Hygiene, Health and Consumable Adhesives operating segment.

On January 15, 2025, we completed the acquisition of GEM S.r.l. (“GEM”) for a purchase price of 144,041 Euros, or approximately \$147,886. Headquartered in Viareggio, Italy, GEM develops, produces and sells medical adhesives for wound closure in both surgical and topical applications. The acquisition establishes a European headquarters for our Medical Adhesives Technologies business and expands the Company’s medical adhesive offerings, further shifting our portfolio toward highly profitable, higher growth markets. The fair value measurement for this acquisition has not been completed. The acquisition will be included in our Hygiene, Health and Consumable Adhesives operating segment.

12 Months Ended
Nov. 30, 2024

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Insider Trading Arrangements

Insider Trading Arr Line Items

Material Terms of Trading Arrangement Text Block

Item 9B. Other Information

Rule 10b5-1 Plan Adoptions and Modifications

None.
false
false
false
false
false

Rule 10b5-1 Arrangement Adopted Flag
Non-Rule 10b5-1 Arrangement Adopted Flag
Rule 10b5-1 Arrangement Terminated Flag
Non-Rule 10b5-1 Arrangement Terminated Flag

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Significant Accounting Policies (Policies)

Accounting Policies Abstract

Consolidation, Policy
Policy Text Block

Principles of Consolidation

The Consolidated Financial Statements include the accounts of H.B. Fuller Company and its wholly-owned and majority-owned subsidiaries. All significant intercompany transactions and accounts have been eliminated. Investments in affiliated companies in which we exercise significant influence, but which we do not control, are accounted for in the Consolidated Financial Statements under the equity method of accounting. As such, consolidated net income includes our equity portion in current earnings of such companies, after elimination of intercompany profits. Investments in which we do not exercise significant influence (generally less than a 20 percent ownership interest) are accounted for using the measurement alternative.

Our 50 percent ownership in Sekisui-Fuller Company, Ltd., our Japan joint venture, is accounted for under the equity method of accounting as we do not exercise control over the investee. In fiscal years 2024, 2023 and 2022, this equity method investment was not significant as defined in Regulation S-X under the Securities Exchange Act of 1934. As such, financial information as of November 30, 2024, December 2, 2023, and December 3, 2022 for Sekisui-Fuller Company, Ltd. is not required.

Our fiscal year ends on the Saturday closest to November 30. Fiscal year-end dates were November 30, 2024, December 2, 2023, and December 3, 2022 for 2024, 2023 and 2022, respectively. Every five or six years we have a 53rd week in our fiscal year. 2022 was a 53-week year.

Use of Estimates, Policy
Policy Text Block

Use of Estimates

Preparation of the Consolidated Financial Statements in conformity with U.S. generally accepted accounting principles (“U.S. GAAP”) requires us to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

Revenue from Contract with Customer Policy
Text Block

Revenue Recognition

We sell a variety of adhesives, sealants and other specialty chemical products to a diverse customer base. The vast majority of our arrangements contain a single performance obligation to transfer manufactured goods to the customer as governed by an individual purchase order.

We recognize revenue at the amount of consideration to which we expect to be entitled in exchange for transferring the promised goods to the customer. The transaction price includes an estimation of any variable amounts of consideration to which we will be entitled. The most common forms of variable consideration within our arrangements are customer rebates, which are recorded as a reduction to revenue at the time of the initial sale using the expected value method. The expected value method is the sum of probability-weighted amounts in a range of possible consideration amounts and is based on a consideration of historical, current and forecast information. Changes in estimates are updated each reporting period. There are no material instances where variable consideration is constrained and not recorded at the initial time of sale. Product returns are recorded as a reduction to revenue based on historical experience and anticipated sales returns that occur in the normal course of business. We primarily have assurance-type warranties that do not result in separate performance obligations. We have elected to present revenue net of sales and other similar taxes.

We recognize revenue when control of goods is transferred to the customer. For the vast majority of our arrangements, control transfers at a point in time either upon shipment or upon delivery of the goods to the customer. The timing of transfer of control is determined considering the timing of the transfer of legal title, physical possession, and risks and rewards of goods to the customer.

We record shipping and handling revenue in net revenue and outbound shipping and handling costs in cost of goods sold. The majority of our shipping and handling activities are performed prior to transfer of control of the goods to the customer. For those arrangements where we provide shipping and handling services after control of the goods has transferred to the customer, we have elected the practical expedient allowed under Financial Accounting Standards Board (“FASB”) Accounting Standard Codification (“ASC”) Topic 606 to account for these activities as a fulfillment cost rather than as a separate performance obligation.

Provisions for sales returns are estimated based on historical experience and are adjusted for known returns, if material. Customer incentive programs (primarily volume purchase rebates) and arrangements such as cooperative advertising, slotting fees and buy-downs are recorded as a reduction of net revenue in accordance with ASC 606. Customer incentives recorded in the Consolidated Statements of Income as a reduction of net revenue were \$43,548, \$35,896 and \$50,146 in 2024, 2023 and 2022, respectively.

For certain products, consigned inventory is maintained at customer locations. For this inventory, revenue is recognized in the period that the inventory is consumed. Sales to distributors require a distribution agreement or purchase order. As a normal practice, distributors do not have a right of return.

Cost of Goods and Service Policy
Text Block

Cost of Sales

Cost of sales includes raw materials, container costs, direct labor, manufacturing overhead, freight costs and other less significant indirect costs related to the production of our products.

Selling, General and Administrative Expenses, Policy
Text Block

Selling, General and Administrative Expenses

Selling, general and administrative (“SG&A”) expenses include sales and marketing, research and development, technical and customer service, finance, legal, human resources, general management and similar expenses.

Income Tax, Policy
Policy Text Block

Income Taxes

The income tax provision is computed based on income before income from equity method investments included in the Consolidated Statement of Income. The asset and liability approach is used to recognize deferred tax assets and liabilities for the expected future tax consequences of temporary differences between the carrying amounts and the tax bases of assets and liabilities. Enacted statutory tax rates applicable to future years are applied to differences between the financial statement carrying amounts and the tax basis of existing assets and liabilities. The effect on deferred taxes of a change in tax rates is recognized in income in the period that includes the enactment date. Valuation allowances reduce deferred tax assets when it is not more-likely-than-not that a tax benefit will be realized. See Note 11 for further information.

[Business Combinations Policy \[Policy Text Block\]](#)

Acquisition Accounting

As we enter into business combinations, we perform acquisition accounting requirements including the following:

- Identifying the acquirer,
- Determining the acquisition date,
- Recognizing and measuring the identifiable assets acquired and the liabilities assumed, and
- Recognizing and measuring goodwill or a gain from a bargain purchase

We complete valuation procedures and record the resulting fair value of the acquired assets and assumed liabilities based upon the valuation of the business enterprise and the tangible and intangible assets acquired. Enterprise value allocation methodology requires management to make assumptions and apply judgment to estimate the fair value of assets acquired and liabilities assumed. If estimates or assumptions used to complete the enterprise valuation and estimates of the fair value of the acquired assets and assumed liabilities significantly differed from assumptions made, the resulting difference could materially affect the fair value of net assets.

The calculation of the fair value of the tangible assets, including property, plant and equipment, utilizes the cost approach, which computes the cost to replace the asset, less accrued depreciation resulting from physical deterioration, functional obsolescence and external obsolescence. The calculation of the fair value of the identified intangible assets is determined using cash flow models following the income approach or a discounted market-based methodology approach. Significant inputs include estimated revenue growth rates, gross margins, operating expenses and estimated attrition, royalty and discount rates. Goodwill is recorded as the difference in the fair value of the acquired assets and assumed liabilities and the purchase price.

[Cash and Cash Equivalents, Policy \[Policy Text Block\]](#)

Cash Equivalents

Cash equivalents are highly liquid instruments with an original maturity of three months or less. We review cash and cash equivalent balances on a bank by bank basis to identify book overdrafts. Book overdrafts occur when the amount of outstanding checks exceed the cash deposited at a given bank. Book overdrafts, if any, are included in trade payables in our Consolidated Balance Sheets and in operating activities in our Consolidated Statements of Cash Flows.

[Cash and Cash Equivalents, Restricted Cash and Cash Equivalents, Policy \[Policy Text Block\]](#)

Restrictions on Cash

There were no restrictions on cash as of November 30, 2024 or December 2, 2023. There are no contractual or regulatory restrictions on the ability of consolidated and unconsolidated subsidiaries to transfer funds to us, except for typical statutory restrictions which prohibit distributions in excess of net capital or similar tests. The majority of our cash in non-U.S. locations is considered indefinitely reinvested.

[Accounts Receivable \[Policy Text Block\]](#)

Trade Receivables and Allowances

Trade receivables are recorded at the invoiced amount and do not bear interest. Allowances are maintained for doubtful accounts, credits related to pricing or quantities shipped and early payment discounts. The allowance for doubtful accounts includes an estimate of future uncollectible receivables based on the aging of the receivable balance and our collection experience. The allowance also includes specific customer accounts when it is probable that the full amount of the receivable will not be collected. Current expectations of future credit losses using market and industry data are considered in the specific customer accounts. See Note 4 for further information.

[Inventory, Policy \[Policy Text Block\]](#)

Inventories

Inventories are recorded at cost as determined by the weighted-average cost method and are valued at the lower of cost or net realizable value.

[Investment, Policy \[Policy Text Block\]](#)

Investments

Investments with a value of \$9,814 and \$9,334 represent the cash surrender value of life insurance contracts as of November 30, 2024 and December 2, 2023, respectively. These assets are held to primarily support supplemental pension plans and are recorded in other assets in the Consolidated Balance Sheets. The corresponding gain or loss associated with these contracts is reported in earnings each period as a component of selling, general and administrative expenses.

[Equity Securities without Readily Determinable Fair Value \[Policy Text Block\]](#)

Equity Investments

Investments in an entity where we own less than 20% of the voting stock of the entity and do not exercise significant influence over operating and financial policies of the entity are accounted for using the measurement alternative at cost less impairment plus or minus observable price changes in orderly transactions. We have a policy in place to review our investments at least annually, to evaluate the accounting method and identify observable price changes that could indicate impairment. If we believe that an impairment exists, it is our policy to calculate the fair value of the investment and recognize as impairment any amount by which the carrying value exceeds the fair value of the investment. We recognized impairment of \$339 and \$303 for the years ended November 30, 2024 and December 3, 2022, respectively, and did not have any impairment of our equity investments for the year ended December 2, 2023. The book value of the equity investments was \$1,023 and \$1,362 as of November 30, 2024 and December 2, 2023, respectively and are presented in Other assets in the Consolidated Balance Sheets.

[Property, Plant and Equipment, Policy \[Policy Text Block\]](#)

Property, Plant and Equipment

Property, plant and equipment are carried at cost and depreciated over the useful lives of the assets using the straight-line method. Estimated useful lives range from 20 to 40 years for buildings and improvements, 3 to 20 years for machinery and equipment, and the shorter of the lease or expected life for leasehold improvements. Fully depreciated assets are retained in property and accumulated depreciation accounts until removed from service. Upon disposal, assets and related accumulated depreciation are removed. Upon sale of an asset, the difference between the proceeds and remaining net book value is charged or credited to other (expense) income, net on the Consolidated Statements of Income. Expenditures that add value or extend the life of the respective assets are capitalized, while expenditures that are typical recurring repairs and maintenance are expensed as incurred. Interest costs associated with construction and implementation of property, plant and equipment of \$1,859, \$1,769 and \$1,518 were capitalized in 2024, 2023 and 2022, respectively.

[Goodwill and Intangible Assets, Goodwill, Policy \[Policy Text Block\]](#)

Goodwill

We evaluate our goodwill for impairment annually at the beginning of the fourth quarter or earlier upon the occurrence of substantive unfavorable changes in economic conditions, industry trends, costs, cash flows or ongoing declines in market capitalization. The quantitative impairment test requires judgment, including the identification of reporting units, the assignment of assets, liabilities and goodwill to reporting units, and the determination of fair value of each reporting unit. The impairment test requires the comparison of the fair value of each reporting unit with its carrying amount, including goodwill. In performing the impairment test, we determined the fair value of our reporting units through the income approach by using discounted cash flow ("DCF") analyses. Determining fair value requires the Company to make judgments about appropriate discount rates, perpetual growth rates and the amount and timing of expected future cash flows. The cash flows employed in the DCF analysis for each reporting unit are based on the reporting unit's budget, long-term business plan and recent operating performance. Discount rate assumptions are based on an assessment of the risk inherent in the future cash flows of the respective reporting unit and market conditions. If the estimated fair value of a reporting unit exceeds its carrying value, goodwill is considered to not be impaired. If the carrying value exceeds estimated fair value, an impairment charge is recorded for any excess of the carrying value over the estimated fair value. Based on the analysis performed for our fiscal 2024 annual impairment test, there were no indications of impairment for any of our reporting units. See Note 5 for further information.

[Goodwill and Intangible Assets, Intangible Assets, Policy \[Policy Text Block\]](#)

Intangible Assets

Intangible assets include patents, customer lists, technology, trademarks and other intangible assets acquired from independent parties and are amortized on a straight-line basis with estimated useful lives ranging from 2 to 20 years. The straight-line method of amortization of these assets reflects an appropriate allocation of the costs of the intangible assets to earnings in proportion to the amount of economic benefits obtained in each reporting period.

[Impairment or Disposal of Long-Lived Assets, Policy \[Policy Text Block\]](#)

Impairment of Long-Lived Assets

Our long-lived assets are tested for impairment whenever events or circumstances indicate that a carrying amount of an asset (asset group) may not be recoverable. An impairment loss would be measured and recognized when the carrying amount of an asset (asset group) exceeds the estimated undiscounted future cash flows expected to result from the use of the asset (asset group) and its eventual disposition. The impairment loss to be recorded would be the excess of the asset's carrying value over its fair value. Fair value is generally determined using a DCF analysis or other valuation technique. Costs related to internally developed intangible assets are expensed as incurred.

[Foreign Currency Transactions and Translations Policy \[Policy Text Block\]](#)

Foreign Currency Translation

Assets and liabilities of non-U.S. functional currency entities are translated to U.S. dollars at period-end exchange rates, and the resulting gains and losses arising from the translation of those net assets are recorded as a cumulative translation adjustment, a component of accumulated other comprehensive income (loss) in stockholders' equity. Revenues and expenses are translated using average exchange rates during the year. Foreign currency transaction gains and losses are included in other (expense) income, net in the Consolidated Statements of Income.

We consider a subsidiary's sales price drivers, currency denomination of sales transactions and inventory purchases to be the primary indicators in determining a foreign subsidiary's functional currency. Our subsidiaries in certain European countries have a functional currency different than their local currency. All other foreign subsidiaries, which are located in North America, Latin America, Europe, India, the Middle East and Africa ("EIMEA") and Asia Pacific, have the same local and functional currency.

[Pension and Other Postretirement Plans, Policy \[Policy Text Block\]](#)

Pension and Other Postretirement Benefits

We sponsor defined-benefit pension plans in both the U.S. and non-U.S. entities. Also in the U.S., we sponsor other postretirement plans for health care and life insurance benefits. Expenses and liabilities for the pension plans and other postretirement plans are actuarially calculated. These calculations are based on our assumptions related to the discount rate, expected return on assets, projected salary increases, health care cost trend rates and mortality rates. The discount rate assumption is determined using an actuarial yield curve approach, which results in a discount rate that reflects the characteristics of the plan. The approach identifies a broad population of corporate bonds that meet the quality and size criteria for the particular plan. We use this approach rather than a specific index that has a certain set of bonds that may or may not be representative of the characteristics of our particular plan. Our expected long-term rate of return on U.S. plan assets was based on our target asset allocation assumption of 55 percent equities and 45 percent fixed income. Management, in conjunction with our external financial advisors, determines the expected long-term rate of return on plan assets by considering the expected future returns and volatility levels for each asset class that are based on historical returns and forward-looking observations. The expected long-term rate of return on plan assets assumption used in each non-U.S. plan is determined on a plan-by-plan basis for each local jurisdiction and is based on expected future returns for the investment mix of assets currently in the portfolio for that plan. Management, in conjunction with our external financial advisors, develops expected rates of return for each plan, considers expected long-term returns for each asset category in the plan, reviews expectations for inflation for each local jurisdiction, and estimates the impact of active management of the plan's assets. Note 10 includes disclosure of assumptions employed in these measurements for both the non-U.S. and U.S. plans.

[Asset Retirement Obligation \[Policy Text Block\]](#)

Asset Retirement Obligations

We recognize asset retirement obligations ("ARO") in the period in which we have an existing legal obligation associated with the retirement of a tangible long-lived asset, and the amount can be reasonably estimated. The ARO is recognized at fair value when the liability is incurred. Upon initial recognition of a liability, that cost is capitalized as part of the related long-lived asset and depreciated on a straight-line basis over the remaining estimated useful life of the related asset. We have recognized a liability related to special handling of asbestos related materials in certain facilities for which we have plans or expectation of plans to undertake a major renovation or demolition project that would require the removal of asbestos or have plans or expectation of plans to exit a facility. In addition, we have determined that we have facilities with some level of asbestos that will require abatement action in the future. Once the probability and timeframe of an action are determined, we apply certain assumptions to determine the related liability and asset. These assumptions include the use of inflation rates, the use of credit adjusted risk-free discount rates and the estimation of costs to handle asbestos related materials. The recorded liability is required to be adjusted for changes resulting from the passage of time and/or revisions to the timing or the amount of the original estimate. The asset retirement obligation liability was \$3,321 and \$3,147 at November 30, 2024 and December 2, 2023, respectively.

[Environmental Costs,](#)

Environmental Costs

Policy [Policy Text Block]

Commitments and Contingencies, Policy [Policy Text Block]

Share-Based Payment Arrangement [Policy Text Block]

Earnings Per Share, Policy [Policy Text Block]

Derivatives, Policy [Policy Text Block]

Purchase of Company Common Stock [Policy Text Block]

Supplier Finance Program, Policy [Policy Text Block]

Business Interruption Insurance [Policy Text Block]

New Accounting Pronouncements, Policy [Policy Text Block]

Environmental expenditures that relate to current operations are expensed or capitalized as appropriate. Expenditures that relate to an existing condition caused by past operations, and which do not contribute to current or future revenue generation, are expensed. Liabilities are recorded when environmental assessments are made, or remedial efforts are probable, and the costs can be reasonably estimated. The timing of these accruals is generally no later than the completion of feasibility studies.

Contingent Consideration Liability

Concurrent with business acquisitions, we enter into agreements that require us to pay the sellers a certain amount based upon a formula related to the entity’s financial results. The change in fair value of the contingent consideration liability is recorded in SG&A expenses in the Consolidated Statements of Income.

Share-based Compensation

We have various share-based compensation programs which provide for equity awards, including non-qualified stock options, incentive stock options, restricted stock units, performance awards and deferred compensation. We use the straight-line attribution method to recognize compensation expense associated with share-based awards based on the fair value on the date of grant, net of the estimated forfeiture rate. Expense is recognized over the requisite service period related to each award, which is the period between the grant date and the earlier of the award’s stated vesting term or the date the employee is eligible for early retirement based on the terms of the plan. The fair value of stock options is estimated using the Black-Scholes option pricing model. All of our stock compensation expense is recorded in SG&A expenses in the Consolidated Statements of Income. See Note 9 for additional information.

Earnings per Share

Basic earnings per share is calculated by dividing net income attributable to H.B. Fuller by the weighted-average number of common shares outstanding during the applicable period. Diluted earnings per share is based upon the weighted-average number of common and common equivalent shares outstanding during the applicable period. The difference between basic and diluted earnings per share is attributable to share-based compensation awards. We use the treasury stock method to calculate the effect of outstanding awards, which computes total employee proceeds as the sum of (a) the amount the employee must pay upon exercise of the award and (b) the amount of unearned share-based compensation costs attributed to future services. Share-based compensation awards for which total employee proceeds exceed the average market price over the applicable period have an antidilutive effect on earnings per share, and accordingly, are excluded from the calculation of diluted earnings per share. The computations for basic and diluted earnings per share are as follows:

(in thousands, except per share data)	2024	2023	2022
Net income attributable to H.B. Fuller	\$ 130,256	\$ 144,906	\$ 180,313
Weighted-average common shares – basic	54,932	54,332	53,580
Equivalent shares from share-based compensation plans	1,697	1,626	1,689
Weighted-average common and common equivalent shares – diluted	56,629	55,958	55,269
Basic earnings per share	\$ 2.37	\$ 2.67	\$ 3.37
Diluted earnings per share	\$ 2.30	\$ 2.59	\$ 3.26

Share-based compensation awards for 853,398, 1,089,054 and 707,197 shares for 2024, 2023 and 2022, respectively, were excluded from the diluted earnings per share calculation because they were antidilutive.

Financial Instruments and Derivatives

As a part of our ongoing operations, we are exposed to market risks such as changes in foreign currency exchange rates and interest rates. To manage these risks, we may enter into derivative transactions pursuant to our established policies.

Our objective is to balance, where possible, non-functional currency denominated assets to non-functional currency denominated liabilities to have a natural hedge and minimize foreign exchange impacts. We minimize risks from foreign currency exchange rate fluctuations through normal operating and financing activities and, when deemed appropriate, through the use of derivative instruments. Derivatives consisted primarily of forward currency contracts used to manage foreign currency denominated assets and liabilities. For derivative instruments outstanding that were not designated as hedges for accounting purposes, the gains and losses related to mark-to-market adjustments were recognized as other income or expense in the income statement during the periods the derivative instruments were outstanding. To manage exposure to currency rate movements on expected cash flows, the Company may enter into cross-currency swap agreements.

The Company manages interest expense using a mix of fixed and floating rate debt. To manage exposure to interest rate movements and to reduce borrowing costs, the Company may enter into interest rate swap agreements.

Changes in the fair values of derivatives are recorded in net earnings or other comprehensive income, based on the type of derivative, and whether the instrument is designated and effective as a hedge transaction. Gains or losses on derivative instruments reported in accumulated other comprehensive income (loss) are reclassified to earnings in the period the hedged item affects earnings. Any ineffectiveness is recognized in earnings in the current period. We maintain master netting arrangements that allow us to net settle contracts with the same counterparties; we do not elect to offset amounts in our Consolidated Balance Sheet. These arrangements generally do not call for collateral. We do not enter into any speculative positions with regard to derivative instruments. See Note 12 for further information regarding our financial instruments.

Purchase of Company Common Stock

Under the Minnesota Business Corporation Act, repurchased stock is included in authorized shares, but is not included in shares outstanding. The excess of the repurchase cost over par value is charged to additional paid-in capital. When additional paid-in capital is exhausted, the excess reduces retained earnings. We indirectly repurchased 93,102, 113,868 and 49,869 shares of common stock in 2024, 2023 and 2022, respectively, through a net-settlement feature in connection with the statutory minimum tax withholding related to vesting of restricted stock. We repurchased 407,400 shares of common stock from our share repurchase program in 2024. No shares were repurchased from our share repurchase program in 2023 and 2022.

Supplier Finance Program

We have agreements with third parties to provide supplier finance programs which facilitate participating suppliers’ ability to finance payment obligations of the Company with designated third-party financial institutions. Participating suppliers may, at their sole discretion, elect to finance one or more payment obligations of the Company prior to their scheduled due dates at a discounted price to participating financial institutions. The Company has no economic interest in the sale of these suppliers’ receivables and no direct financial relationship with the financial institutions concerning these services. The Company’s obligations to its suppliers, including amounts due and scheduled payment dates, are not impacted by suppliers’ decisions to finance amounts under these arrangements. The outstanding payment obligations that were confirmed as valid and remained outstanding as of November 30, 2024 were approximately \$5,233. These obligations under the Company’s supplier finance programs are included in Accounts Payable in the Consolidated Balance Sheets, and the associated payments are reflected in the cash flows from operating activities section of the Consolidated Statements of Cash Flows.

The following table summarizes the outstanding obligations confirmed as valid under the Company’s supplier finance programs for the year ended November 30, 2024:

	2024
Confirmed obligations outstanding, beginning of year	\$ 980
Invoices confirmed during the year	29,518
Confirmed invoices paid during the year	(25,265)
Confirmed obligations outstanding, end of year	\$ 5,233

Business Interruption Insurance Proceeds

The company made insurance claims to recover lost margin and additional costs incurred in connection with a fire at our Tucker production facility in June 2022 and unprecedented freezing weather that impacted our Texas facilities in February 2021. During the year ended November 30, 2024, the Company received business interruption insurance recovery payments of \$2,393, which have been recorded in selling, general and administrative expenses. The insurance claims were fully settled in September 2024.

New Accounting Pronouncements

In November 2024, the FASB issued Accounting Standards Update (“ASU”) No. 2024-03, *Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures (Subtopic 220-40): Disaggregation of Income Statement Expenses*, which requires additional disclosure of the nature of expenses included in our Consolidated Financial Statements. Our effective date of this ASU is our fiscal year ending December 2, 2028. We are evaluating the effect this guidance will have on our Consolidated Finance Statements.

In December 2023, the FASB issued ASU No. 2023-09, *Income Taxes (Topic 740): Improvements to Income Tax Disclosures*. This ASU requires entities to provide additional information in the rate reconciliation and additional disclosures about income taxes paid. This guidance requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 28, 2026. We are evaluating the effect that this guidance will have on our Consolidated Financial Statements.

In November 2023, the FASB issued ASU No. 2023-07, *Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures*. This ASU requires enhanced disclosures regarding significant segment expenses and other segment items. The guidance requires public entities to provide in interim periods all disclosures about a reportable segment’s profit or loss and assets that are currently required annually. Our effective date of this ASU is our fiscal year ending November 29, 2025. We are evaluating the effect that this guidance will have on our Consolidated Financial Statements.

In September 2022, the FASB issued ASU No. 2022-04, *Liabilities - Supplier Finance Programs (Subtopic 405-50): Disclosure of Supplier Finance Program Obligations*. This ASU requires that a buyer in a supplier finance program disclose sufficient information about the program to allow a user of the financial statements to understand the program’s nature, activity during the period, changes from period to period, and potential magnitude. To achieve that objective, the buyer should disclose qualitative and quantitative information about its supplier finance programs. ASU 2022-04 is effective for fiscal years beginning after December 15, 2022, including interim periods within those fiscal years, except for the requirement on roll-forward information which is an annual requirement. During the first quarter of our fiscal year ending November 30, 2024, we adopted ASU 2022-04. See *Supplier Finance Program* for further information.

Recently issued accounting standards or pronouncements not disclosed above have been excluded as they are not relevant to the Company.

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Note 1 - Nature of Business and Summary of Significant Accounting Policies (Tables)
Notes Tables

Schedule of Earnings Per Share, Basic and Diluted [Table Text Block]

(in thousands, except per share data)	2024	2023	2022
Net income attributable to H.B. Fuller	\$ 130,256	\$ 144,906	\$ 180,313

Weighted-average common shares - basic	54,932	54,332	53,580
Equivalent shares from share-based compensation plans	1,697	1,626	1,689
Weighted-average common and common equivalent shares - diluted	56,629	55,958	55,269
Basic earnings per share	\$ 2.37	\$ 2.67	\$ 3.37
Diluted earnings per share	\$ 2.30	\$ 2.59	\$ 3.26
	2024		
Confirmed obligations outstanding, beginning of year			\$ 980
Invoices confirmed during the year			29,518
Confirmed invoices paid during the year			(25,265)
Confirmed obligations outstanding, end of year			\$ 5,233

[Supplier Finance Program \[Table Text Block\]](#)

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Note 2 - Acquisitions and Divestiture (Tables)

Notes Tables

[Schedule of Recognized Identified Assets Acquired and Liabilities Assumed \[Table Text Block\]](#)

12 Months Ended

Nov. 30, 2024

	Amounts
Current assets	\$ 17,085
Property, plant and equipment	26,044
Goodwill	81,268
Other intangibles	
Customer relationships	110,100
Trademarks/trade names	8,700
Technology	13,600
Other assets	13
Current liabilities	(2,773)
Total	<u>\$ 254,037</u>
	November 30, 2024
Trade receivables, net	\$ 19,888
Inventories	27,587
Other current assets	321
Property, plant and equipment, net	37,429
Other intangibles, net	12,673
Other assets	2,343
Trade payables	(16,110)
Other accrued expenses	(5,548)
Other liabilities	(1,707)
Total	<u>\$ 76,876</u>

[Disposal Groups, Including Discontinued Operations \[Table Text Block\]](#)

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Note 3 - Restructuring Actions (Tables)

Notes Tables

[Restructuring and Related Costs \[Table Text Block\]](#)

12 Months Ended

Nov. 30, 2024

	November 30, 2024	December 2, 2023	December 3, 2022
Cost of sales	\$ 12,263	\$ 15,012	\$ (152)
Selling, general and administrative	9,823	9,575	(297)
	<u>\$ 22,086</u>	<u>\$ 24,587</u>	<u>\$ (449)</u>

[Schedule of Restructuring Reserve by Type of Cost \[Table Text Block\]](#)

	Employee-Related	Asset-Related	Other	Total
Balance at December 3, 2022	\$ 57	\$ -	\$ -	\$ 57
Expense incurred	22,731	1,369	487	24,587
Non-cash charges	-	(1,369)	(453)	(1,822)
Cash payments	(9,802)	-	(34)	(9,836)
Foreign currency translation	(1,263)	-	-	(1,263)
Balance at December 2, 2023	\$ 11,723	\$ -	\$ -	\$ 11,723
Expense incurred	13,477	4,673	3,936	22,086
Non-cash charges	-	(4,673)	(3,925)	(8,598)
Cash payments	(16,427)	-	(11)	(16,438)
Foreign currency translation	(343)	-	-	(343)
Balance at November 30, 2024	<u>\$ 8,430</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 8,430</u>

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Note 4 - Supplemental Financial Statement Information (Tables)

Notes Tables

[Schedule of Income Statement Supplemental Disclosures \[Table Text Block\]](#)

12 Months Ended

Nov. 30, 2024

	2024	2023	2022
Foreign currency transaction losses, net	\$ (2,501)	\$ (11,615)	\$ (12,935)
Gain (loss) on disposal of assets	424	(58)	1,416
Net periodic pension benefit	15,920	20,246	26,787
Loss on impairment of assets held for sale	(47,267)	-	-
Other, net	(3,691)	1,109	(2,316)
Total other (expense) income, net	<u>\$ (37,115)</u>	<u>\$ 9,682</u>	<u>\$ 12,952</u>

Research and development expenses (included in SG&A expenses)	\$ 49,565	\$ 48,640	\$ 44,853

[Schedule of Balance Sheet Supplemental Disclosures \[Table Text Block\]](#)

	2024	2023
Inventories		
Raw materials	\$ 215,936	\$ 206,140
Finished goods	251,562	235,900
Total inventories	<u>\$ 467,498</u>	<u>\$ 442,040</u>
Other current assets		
Other receivables	\$ 39,149	\$ 40,760
Prepaid income taxes	12,218	12,327
Prepaid taxes other than income taxes	31,295	34,455
Prepaid expenses	21,357	25,136
Total other current assets	<u>\$ 104,019</u>	<u>\$ 112,678</u>
Property, plant and equipment		
Land	\$ 108,093	\$ 91,320
Buildings and improvements	470,106	447,428
Machinery and equipment	1,161,379	1,058,916
Construction in progress	124,980	157,371
Total, at cost	<u>1,864,558</u>	<u>1,755,035</u>
Accumulated depreciation	<u>(982,631)</u>	<u>(930,380)</u>
Net property, plant and equipment	<u>\$ 881,927</u>	<u>\$ 824,655</u>
Other assets		
Investments in company owned life insurance	\$ 9,814	\$ 9,334
Equity method investments	37,059	37,562
Equity investments	1,023	1,362
Long-term deferred income taxes	39,298	42,949
Prepaid pension costs	119,493	92,323
Postretirement other than pension asset	156,576	113,431
Operating lease right-of-use assets	61,116	47,433
Other long-term receivables	14,577	14,013
Other long-term assets	10,709	12,758
Total other assets	<u>\$ 449,665</u>	<u>\$ 371,165</u>
Other accrued expenses		
Taxes other than income taxes	\$ 24,559	\$ 22,497
Miscellaneous services	9,026	8,319
Customer rebates	21,901	17,938
Interest	5,628	5,819
Product liability	233	175
Contingent consideration liability	-	1,370
Current operating lease liabilities	13,473	11,277
Current obligations of finance leases	1,908	16,184
Accrued expenses	20,310	24,323
Total other accrued expenses	<u>\$ 97,038</u>	<u>\$ 107,902</u>
Other liabilities		
Asset retirement obligations	\$ 3,321	\$ 3,147

Long-term deferred income taxes	141,693	176,385
Long-term income tax liability	18,195	19,225
Long-term deferred compensation	11,716	9,884
Postretirement other than pension	1,837	1,893
Noncurrent operating lease liabilities	48,628	36,879
Environmental liabilities	1,174	2,563
Net investment hedge liabilities	49,542	72,589
Other long-term liabilities	46,193	65,507
Total other liabilities	\$ 322,299	\$ 388,072

[Schedule of Accounts, Notes, Loans and Financing Receivable \[Table Text Block\]](#)

	2024	2023	2022
Balance at beginning of year	\$ 11,080	\$ 10,939	\$ 9,935
Charged to expenses and other adjustments	2,187	1,224	1,794
Write-offs	(1,071)	(1,522)	(851)
Foreign currency translation effect	(575)	439	61
Balance at end of year	\$ 11,621	\$ 11,080	\$ 10,939

[Comprehensive Income \(Loss\) \[Table Text Block\]](#)

	November 30, 2024			Non-controlling Interest
	H.B. Fuller Stockholders			Net
	Pretax	Tax	Net	
Net income attributable to H.B. Fuller and non-controlling interests			\$ 130,256	\$ 139
Other comprehensive (loss) income				
Foreign currency translation adjustment ¹	\$ (75,106)	-	(75,106)	342
Defined benefit pension plans adjustment ²	50,875	(12,437)	38,438	-
Interest rate swap ³	(14,831)	3,615	(11,216)	-
Net investment hedges ³	23,058	(5,689)	17,369	-
Other comprehensive (loss) income	\$ (16,004)	\$ (14,511)	\$ (30,515)	\$ 342
Comprehensive income			\$ 99,741	\$ 481

	December 2, 2023			Non-controlling Interest
	H.B. Fuller Stockholders			Net
	Pretax	Tax	Net	
Net income attributable to H.B. Fuller and non-controlling interests			\$ 144,906	\$ 82
Other comprehensive income				
Foreign currency translation adjustment ¹	\$ 17,320	-	17,320	2
Defined benefit pension plans adjustment ²	1,554	(762)	792	-
Interest rate swap ³	5,932	(1,460)	4,472	-
Net investment hedges ³	(18,555)	4,448	(14,107)	-
Other comprehensive income	\$ 6,251	\$ 2,226	\$ 8,477	\$ 2
Comprehensive income			\$ 153,383	\$ 84

	December 3, 2022			Non-controlling Interest
	H.B. Fuller Stockholders			Net
	Pretax	Tax	Net	
Net income attributable to H.B. Fuller and non-controlling interests			\$ 180,313	\$ 94
Other comprehensive loss				
Foreign currency translation adjustment ¹	\$ (131,745)	-	(131,745)	(61)
Defined benefit pension plans adjustment ²	(18,881)	3,818	(15,063)	-
Interest rate swap ³	13,148	(3,224)	9,924	-
Other cash flow hedges ³	(3,536)	53	(3,483)	-
Net investment hedges ³	(54,040)	13,297	(40,743)	-
Other comprehensive loss	\$ (195,054)	\$ 13,944	\$ (181,110)	\$ (61)
Comprehensive income			\$ (797)	\$ 33

[Schedule of Accumulated Other Comprehensive Income \(Loss\) \[Table Text Block\]](#)

	November 30, 2024			Non-controlling Interests
	Total	H.B. Fuller Stockholders		
Foreign currency translation adjustment	\$ (322,184)	\$ (321,798)	\$ (386)	
Defined benefit pension plans adjustment, net of taxes of \$54,545	(89,031)	(89,031)	-	
Interest rate swap, net of taxes of \$2,169	(6,744)	(6,744)	-	
Net investment hedges, net of taxes of \$12,056	(37,481)	(37,481)	-	
Reclassification of AOCI tax effects	(18,341)	(18,341)	-	
Total accumulated other comprehensive loss	\$ (473,781)	\$ (473,395)	\$ (386)	

	December 2, 2023			Non-controlling Interests
	Total	H.B. Fuller Stockholders		
Foreign currency translation adjustment	\$ (246,736)	\$ (246,692)	\$ (44)	
Defined benefit pension plans adjustment, net of taxes of \$66,982	(127,469)	(127,469)	-	
Interest rate swap, net of taxes of (\$1,460)	4,472	4,472	-	
Net investment hedges, net of taxes of \$17,744	(54,850)	(54,850)	-	
Reclassification of AOCI tax effects	(18,341)	(18,341)	-	
Total accumulated other comprehensive loss	\$ (442,924)	\$ (442,880)	\$ (44)	

	December 3, 2022			Non-controlling Interests
	Total	H.B. Fuller Stockholders		
Foreign currency translation adjustment	\$ (264,054)	\$ (264,012)	\$ (42)	
Defined benefit pension plans adjustment, net of taxes of \$63,925	(128,261)	(128,261)	-	
Interest rate swap, net of taxes of \$3,224	(40,743)	(40,743)	-	
Reclassification of AOCI tax effects	(18,341)	(18,341)	-	
Total accumulated other comprehensive loss	\$ (451,399)	\$ (451,357)	\$ (42)	

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Note 5 - Goodwill and Other Intangible Assets (Tables)

[Notes Tables](#)

[Schedule of Goodwill \[Table Text Block\]](#)

12 Months Ended

Nov. 30, 2024

	Hygiene, Health and Consumable Adhesives	Engineering Adhesives	Construction Adhesives	Total
As of December 2, 2023	\$ 402,598	\$ 651,145	\$ 432,769	\$1,486,512
Acquisitions	1,674	81,268	5,813	88,755
Impairment			(32,079)	(32,079)
Foreign currency translation effect	(4,759)	(5,733)	(475)	(10,967)
As of November 30, 2024	\$ 399,513	\$ 726,680	\$ 406,028	\$1,532,221

	Purchased Technology and Patents	Customer Relationships	Tradename	All Other	Total
As of November 30, 2024					
Original cost	\$ 145,313	\$ 1,063,210	\$ 67,280	\$ 10,031	\$1,285,834
Impairment	(343)	(5,616)	(150)	-	(6,109)
Accumulated amortization	(55,398)	(418,805)	(28,745)	(7,012)	(509,960)
Net identifiable intangibles	\$ 89,572	\$ 638,789	\$ 38,385	\$ 3,019	\$ 769,765
Weighted-average useful lives (in years)	13	16	13	13	16
As of December 2, 2023					
Original cost	\$ 144,763	\$ 986,470	\$ 58,484	\$ 10,911	\$ 1,200,628
Accumulated amortization	(59,631)	(382,220)	(23,099)	(7,012)	(471,962)
Net identifiable intangibles	\$ 85,132	\$ 604,250	\$ 35,385	\$ 3,899	\$ 728,666
Weighted-average useful lives (in years)	13	16	13	13	16

[Schedule of Finite-Lived Intangible Assets, Future Amortization Expense \[Table Text Block\]](#)

Fiscal Year	2025	2026	2027	2028	2029	Thereafter
Amortization Expense	\$ 81,437	\$ 79,468	\$ 76,752	\$ 77,519	\$ 75,088	\$ 379,501

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Note 6 - Leases
(Tables)

Notes Tables

Lease, Cost [Table Text Block]

Lessee, Supplemental Balance Sheet Information and Weighted Average [Table Text Block]

Lessee, Supplemental Cash Flow Information [Table Text Block]

Lessee, Operating and Finance Leases, Liabilities, Maturity [Table Text Block]

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Note 7 - Notes
Payable, Long-term
Debt and Lines of
Credit (Tables)

Notes Tables

Schedule of Debt [Table Text Block]

Schedule of Maturities of Long-Term Debt [Table Text Block]

Schedule of Line of Credit Facilities [Table Text Block]

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Note 8 - Stockholders'
Equity (Tables)

Notes Tables

Schedule of Common Stock Outstanding Roll Forward [Table Text Block]

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Note 9 - Accounting
for Share-based
Compensation
(Tables)

Notes Tables

Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Grants in Period, Weighted Average Grant Date Fair Value [Table Text Block]

Share-Based Payment Arrangement, Option, Activity [Table Text Block]

12 Months Ended
Nov. 30, 2024

		November 30, 2024	December 2, 2023
Operating net lease cost		\$ 16,559	\$ 13,883
Finance net lease cost:			
Amortization of assets		1,698	2,045
Interest on lease liabilities		402	1,077
Variable net lease cost		12,091	8,554
Total net lease cost		\$ 30,750	\$ 25,559
	Location on		
	Balance Sheet	November 30, 2024	December 2, 2023
Operating leases:			
Operating lease right-of-use assets	Other assets	\$ 61,116	\$ 47,433
Current operating lease liabilities	Other accrued expenses	13,473	11,277
Noncurrent operating lease liabilities	Other liabilities	48,628	36,879
Total operating lease liabilities		\$ 62,101	\$ 48,156
Finance leases:			
Equipment right-of-use assets	Property, plant and equipment	\$ 9,183	\$ 11,681
Building right-of-use asset	Property, plant and equipment	\$ -	\$ 14,230
Current obligations of finance leases	Other accrued expenses	\$ 1,908	\$ 16,184
Finance leases, net of current obligations	Other liabilities	7,600	6,534
Total finance lease liabilities		\$ 9,508	\$ 22,718
	November 30, 2024	December 2, 2023	
Cash paid amounts included in the measurement of lease liabilities:			
Operating cash flows from operating leases	\$ 15,707	\$ 11,745	
Operating cash flows from finance leases	402	1,077	
Financing cash flows from finance leases	16,089	268	
Non-cash investing and financing activities			
Additions to right-of-use assets obtained from:			
New operating lease liabilities	\$ 29,651	\$ 26,687	
New finance lease liabilities	3,282	15,015	
Fiscal Year		November 30, 2024	Operating Leases
2025		\$ 2,258	\$ 16,082
2026		2,090	12,807
2027		1,795	10,007
2028		1,252	7,368
2029		885	5,459
2030 and beyond		2,507	22,548
Total		10,787	74,271
Less: amounts representing interest		(1,279)	(12,170)
Present value of future minimum payments		9,508	62,101
Less: current obligations		(1,908)	(13,473)
Noncurrent lease liabilities		\$ 7,600	\$ 48,628

12 Months Ended
Nov. 30, 2024

	Weighted-Average Interest Rate at November 30, 2024	Fiscal Year Maturity Date	Balance at November 30, 2024	Balance at December 2, 2023		
Long-Term Debt						
Revolving credit facility	6.17%	2028	\$ -	\$ -		
Term Loan A ¹	6.17%	2028	462,500	487,500		
Term Loan B ²	6.57%	2030	989,030	796,000		
Public Notes ³	4.00%	2027	300,000	300,000		
Public Notes ⁴	4.25%	2028	300,000	300,000		
Other, including debt issuance cost and discount			(41,478)	(46,910)		
Total debt			\$ 2,010,052	\$ 1,836,590		
Less: current maturities			-	-		
Total long-term debt, excluding current maturities			\$ 2,010,052	\$ 1,836,590		
Fiscal Year	2025	2026	2027	2028	2029	Thereafter
Long-term debt obligations	\$ 41,190	\$ 47,440	\$ 53,690	\$ 959,940	\$ 9,940	\$ 939,330
	Committed	Drawn	Unused			
Revolving credit facility	\$ 700,000	\$ -	\$ 689,682			

12 Months Ended
Nov. 30, 2024

Common Shares Outstanding	2024	2023	2022
Beginning balance	54,092,987	53,676,576	52,777,753
Stock options exercised	746,892	314,832	657,789
Deferred compensation paid	20,691	102,108	118,429
Restricted units vested	297,035	113,339	172,474
Shares withheld for taxes	(93,102)	(113,868)	(49,869)
Share repurchases	(407,400)	-	-
Ending balance	54,657,103	54,092,987	53,676,576

12 Months Ended
Nov. 30, 2024

	2024	2023	2022
Expected life (in years)	5.86	5.00	5.00
Weighted-average expected volatility	35.12%	35.28%	33.35%
Expected volatility range	33.88-35.14%	35.09-35.69%	33.33-34.34%
Risk-free interest rate	3.73-4.58%	3.48-4.72%	1.53-4.06%
Weighted-average expected dividend	1.13%	1.20%	0.95%
Expected dividend yield range	1.03-1.19%	1.13-1.22%	0.94-1.23%
Weighted-average fair value of grants	\$ 28.07	\$ 22.41	\$ 20.91

	Options	Weighted-Average Exercise Price
Outstanding at November 27, 2021	4,972,392	\$ 47.45

Granted	549,458	72.75
Exercised	(657,789)	45.79
Forfeited or cancelled	(40,991)	61.31
Outstanding at December 3, 2022	4,823,070	50.42
Granted	471,975	68.27
Exercised	(314,832)	46.43
Forfeited or cancelled	(38,328)	63.52
Outstanding at December 2, 2023	4,941,885	52.28
Granted	470,748	77.77
Exercised	(746,892)	48.10
Forfeited or cancelled	(60,637)	64.07
Outstanding at November 30, 2024	4,605,104	55.40

[Schedule of Nonvested Restricted Stock Units Activity \[Table Text Block\]](#)

	Units	Weighted-Average Grant Date Fair Value	Weighted-Average Remaining Contractual Life (in Years)
Nonvested at November 27, 2021	552,365	\$ 50.63	1.9
Granted	179,603	67.92	
Vested	(172,474)	46.74	
Forfeited	(68,374)	45.83	
Nonvested at December 3, 2022	491,120	58.98	0.7
Granted	187,185	63.32	
Vested	(113,339)	53.83	
Forfeited	(36,276)	44.48	
Nonvested at December 2, 2023	528,690	62.61	0.7
Granted	194,689	73.34	
Vested	(297,035)	57.32	
Forfeited	(15,603)	70.61	
Nonvested at November 30, 2024	410,741	71.21	0.9

[Schedule of Deferred Compensation Arrangement with Individual, Share-Based Payments \[Table Text Block\]](#)

	Non-employee		
	Directors	Employees	Total
Units outstanding November 27, 2021	468,524	48,361	516,885
Participant contributions	89,054	12,985	102,039
Company match contributions ¹	26,843	1,299	28,142
Payouts	(118,429)	(6,073)	(124,502)
Units outstanding December 3, 2022	465,992	56,572	522,564
Participant contributions	13,187	12,219	25,406
Company match contributions ¹	18,899	1,222	20,121
Payouts	(102,108)	(6,826)	(108,934)
Units outstanding December 2, 2023	395,970	63,187	459,157
Participant contributions	13,103	9,309	22,412
Company match contributions ¹	15,236	931	16,167
Payouts	(20,691)	(8,357)	(29,048)
Units outstanding November 30, 2024	403,618	65,070	468,688

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Note 10 - Pension and Postretirement Benefits (Tables)

Notes Tables

[Changes in Projected Benefit Obligations, Fair Value of Plan Assets, and Funded Status of Plan \[Table Text Block\]](#)

12 Months Ended

Nov. 30, 2024

	Pension Benefits				Other Postretirement Benefits	
	U.S. Plans		Non-U.S. Plans		Benefits	
	2024	2023	2024	2023	2024	2023
Change in projected benefit obligation						
Benefit obligation at beginning of year	\$ 255,390	\$ 269,874	\$ 146,796	\$ 154,850	\$ 22,133	\$ 24,173
Acquisitions	-	-	951	-	-	-
Service cost	-	-	1,538	1,670	-	-
Interest cost	13,855	13,901	6,215	5,726	1,166	1,205
Participant contributions	-	-	-	-	252	232
Actuarial gain ¹	10,747	(7,298)	3,391	(12,435)	(125)	(611)
Plan amendments	-	-	497	-	-	-
Settlement payments	-	(141)	-	(252)	-	-
Benefits paid	(21,182)	(20,946)	(8,526)	(7,663)	(2,576)	(2,866)
Foreign currency translation effect	-	-	(2,552)	4,900	-	-
Benefit obligation at end of year	258,810	255,390	148,310	146,796	20,850	22,133
Change in plan assets						
Fair value of plan assets at beginning of year	319,738	326,786	134,622	141,908	133,453	120,782
Acquisitions	-	-	615	-	-	-
Actual return on plan assets	49,271	12,811	9,189	(5,545)	44,160	15,160
Employer contributions	1,197	1,228	1,624	1,744	85	145
Participant contributions	-	-	-	-	252	232
Settlement payments	-	(141)	-	-	-	-
Benefits paid ²	(21,182)	(20,946)	(8,526)	(7,663)	(2,575)	(2,866)
Foreign currency translation effect	-	-	(1,957)	4,178	-	-
Fair value of plan assets at end of year	349,024	319,738	135,567	134,622	175,375	133,453
Plan assets in excess of (less than) benefit obligation as of year end	\$ 90,214	\$ 64,348	\$ (12,743)	\$ (12,174)	\$ 154,525	\$ 111,320
Amounts in accumulated other comprehensive income (loss) that have not been recognized as components of net periodic benefit cost						
	U.S. Plans		Non-U.S. Plans		Other Postretirement Benefits	
	2024	2023	2024	2023	2024	2023
Unrecognized actuarial loss (gain)	\$ 126,583	\$ 143,522	\$ 47,595	\$ 49,128	\$ (47,532)	\$ (14,442)
Unrecognized prior service cost	-	-	1,600	1,196	-	-
Ending balance	\$ 126,583	\$ 143,522	\$ 49,195	\$ 50,324	\$ (47,532)	\$ (14,442)

[Schedule of Net Periodic Benefit Cost Not yet Recognized \[Table Text Block\]](#)

[Schedule of Amounts Recognized in Balance Sheet \[Table Text Block\]](#)

	Pension Benefits				Other Postretirement Benefits	
	U.S. Plans		Non-U.S. Plans		Benefits	
	2024	2023	2024	2023	2024	2023
Statement of financial position as of fiscal year-end						
Non-current assets	\$ 102,637	\$ 76,677	\$ 16,846	\$ 15,635	\$ 156,576	\$ 113,431
Accrued benefit cost						
Current liabilities	(1,239)	(1,239)	(1,443)	(1,464)	(214)	(218)
Non-current liabilities	(11,184)	(11,089)	(28,146)	(26,345)	(1,837)	(1,893)
Ending balance	\$ 90,214	\$ 64,349	\$ (12,743)	\$ (12,174)	\$ 154,525	\$ 111,320
	U.S. Plans		Non-U.S. Plans		Other Postretirement Benefits	
	2024	2023	2024	2023	2024	2023
Accumulated benefit obligation	\$ 12,423	\$ 12,329	\$ 36,809	\$ 35,034		
Fair value of plan assets	-	-	-	-	10,046	9,700
	U.S. Plans		Non-U.S. Plans		Other Postretirement Benefits	
	2024	2023	2024	2023	2024	2023

[Defined Benefit Plan, Plan with Projected Benefit Obligation in Excess of Plan Assets \[Table Text Block\]](#)

Projected benefit obligation				\$	12,423	\$	12,329	\$	39,635	\$	37,510
Fair value of plan assets					-		-		10,046		9,700

[Schedule of Expected Benefit Payments \[Table Text Block\]](#)

	Pension Benefits			Other Postretirement Benefits		
	U.S. Plans	Non-U.S. Plans				
Employer contributions						
2025	\$ -	\$ -	\$ -			
Expected benefit payments						
2025	21,474	8,332		2,606		
2026	21,376	8,573		2,491		
2027	21,267	8,897		2,338		
2028	21,215	8,634		2,210		
2029- 2034	119,274	53,638		10,424		

[Schedule of Net Benefit Costs \[Table Text Block\]](#)

	Pension Benefits			Other Postretirement Benefits		
	U.S. Plans	Non-U.S. Plans				
Net periodic cost (benefit)	2024	2023	2022	2024	2023	2022
Service cost	\$ -	\$ -	\$ -	\$ 1,538	\$ 1,670	\$ 2,765
Interest cost	13,855	13,901	9,653	6,215	5,726	2,893
Expected return on assets	(26,220)	(28,821)	(29,018)	(6,587)	(7,027)	(6,465)
Amortization:						
Prior service (benefit) cost	-	-	(3)	84	62	63
Actuarial loss (gain)	4,637	2,541	4,132	2,066	1,993	2,411
Settlement charge	-	-	-	-	19	3,329
Net periodic (benefit) cost	\$ (7,728)	\$ (12,379)	\$ (15,237)	\$ 3,314	\$ 2,443	\$ 4,996

[Defined Benefit Plan, Assumptions \[Table Text Block\]](#)

	Pension Benefits			Other Postretirement Benefits		
	U.S. Plans	Non-U.S. Plans				
Weighted-average assumptions used to determine benefit obligations	2024	2023	2022	2024	2023	2022
Discount rate	5.23%	5.66%	5.36%	4.03%	4.37%	3.70%
Rate of compensation increase ¹	0.00%	0.00%	0.00%	1.76%	1.82%	1.83%
Weighted-average assumptions used to determine net costs for years ended	2024	2023	2022	2024	2023	2022
Discount rate	5.66%	5.36%	2.75%	4.36%	3.71%	1.29%
Expected return on plan assets	7.75%	7.75%	7.00%	5.01%	5.02%	3.49%
Rate of compensation increase ¹	0.00%	0.00%	0.00%	1.86%	1.82%	1.68%

[Schedule of Health Care Cost Trend Rates \[Table Text Block\]](#)

	2024	2023	2022
Assumed health care trend rates			
Health care cost trend rate assumed for next year	6.00%	6.25%	6.50%
Rate to which the cost trend rate is assumed to decline (the ultimate trend rate)	5.75%	5.75%	5.75%
Fiscal year that the rate reaches the ultimate trend rate	2026	2026	2026

[Schedule of Allocation of Plan Assets \[Table Text Block\]](#)

Asset Category	U.S. Pension Plans			Non-U.S. Pension Plans			Other Postretirement Plans		
	Percentage of Plan Assets at Year-End			Percentage of Plan Assets at Year-End			Percentage of Plan Assets at Year-End		
	Target	2024	2023	Target	2024	2023	Target	2024	2023
Equities	55.0%	52.4%	53.8%	21.7%	23.0%	22.0%	0.0%	0.0%	0.0%
Fixed income	45.0%	46.1%	44.9%	78.3%	76.5%	77.2%	0.0%	0.0%	0.0%
Insurance	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	98.0%	99.5%
Cash ¹	0.0%	1.5%	1.3%	0.0%	0.5%	0.8%	0.0%	2.0%	0.5%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

[Schedule of Changes in Fair Value of Plan Assets \[Table Text Block\]](#)

	November 30, 2024			
U.S. Pension Plans	Level 1	Level 2	Level 3	Total Assets
Equities	\$ -	\$ 183,061	\$ -	\$ 183,061
Fixed income	-	134,261	-	134,261
Cash	5,169	-	-	5,169
Total categorized in the fair value hierarchy	5,169	317,322	-	322,491
Other investments measured at NAV ¹				26,533
Total	\$ 5,169	\$ 317,322	\$ -	\$ 349,024
Non-U.S. Pension Plans	Level 1	Level 2	Level 3	Total Assets
Equities	\$ 31,015	\$ -	\$ -	\$ 31,015
Fixed income	41,869	-	722	42,591
Insurance	-	-	603	603
Cash	674	-	-	674
Total categorized in the fair value hierarchy	73,558	-	1,325	74,883
Other investments measured at NAV ¹				60,684
Total	\$ 73,558	\$ -	\$ 1,325	\$ 135,567
Other Postretirement Benefits	Level 1	Level 2	Level 3	Total Assets
Insurance	\$ -	\$ -	\$ 171,809	\$ 171,809
Cash	3,566	-	-	3,566
Total	\$ 3,566	\$ -	\$ 171,809	\$ 175,375
	December 2, 2023			
U.S. Pension Plans	Level 1	Level 2	Level 3	Total Assets
Equities	\$ -	\$ 172,166	\$ -	\$ 172,166
Fixed income	-	129,044	-	129,044
Cash	4,054	-	-	4,054
Total categorized in the fair value hierarchy	4,054	301,210	-	305,264
Other investments measured at NAV ¹				14,474
Total	\$ 4,054	\$ 301,210	\$ -	\$ 319,738
Non-U.S. Pension Plans	Level 1	Level 2	Level 3	Total Assets
Equities	\$ 29,601	\$ -	\$ -	\$ 29,601
Fixed income	40,686	-	726	41,412
Cash	1,137	-	-	1,137
Total categorized in the fair value hierarchy	71,424	-	726	72,150
Other investments measured at NAV ¹				62,472
Total	\$ 71,424	\$ -	\$ 726	\$ 134,622
Other Postretirement Benefits	Level 1	Level 2	Level 3	Total Assets
Insurance	\$ -	\$ -	\$ 132,754	\$ 132,754
Cash	699	-	-	699
Total	\$ 699	\$ -	\$ 132,754	\$ 133,453

[Schedule of Effect of Significant Unobservable Inputs, Changes in Plan Assets \[Table Text Block\]](#)

	Fixed Income		
	2024	2023	
Level 3 balance at beginning of year	\$ -	\$ 45,251	
Net transfers out of level 3	-	(45,072)	
Purchases, sales, issuances and settlements, net	-	(179)	
Level 3 balance at end of year	\$ -	\$ -	
	Fixed Income		
	2024	2023	
Non-U.S. Pension Plans			
Level 3 balance at beginning of year	\$ 726	\$ 703	
Transfers into level 3	603	-	
Net gains	17	-	
Currency change effect	(21)	23	
Level 3 balance at end of year	\$ 1,325	\$ 726	
	Insurance		
	2024	2023	
Other Postretirement Benefits			
Level 3 balance at beginning of year	\$ 132,754	\$ 119,446	
Purchases, sales, issuances and settlements, net	(1,431)	(1,144)	
Net gains	40,486	14,452	
Level 3 balance at end of year	\$ 171,809	\$ 132,754	

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Note 11 - Income Taxes (Tables)

Notes Tables

12 Months Ended Nov. 30, 2024

[Schedule of Income before Income Tax, Domestic and Foreign \[Table Text Block\]](#)

	2024	2023	2022
Income before income taxes and income from equity method investments			
United States	\$ (46,064)	\$ 15,276	\$ 63,718
Non-U.S.	228,727	218,884	188,210
Total	\$ 182,663	\$ 234,160	\$ 251,928

[Schedule of Components of Income Tax Expense \(Benefit\) \[Table Text Block\]](#)

	2024	2023	2022
Components of the provision for income tax expense (benefit)			
Current:			
U.S. federal	\$ 14,150	\$ 18,347	\$ 12,181
State	4,104	5,529	3,389

Non-U.S.	92,721	87,449	63,750
	110,975	111,325	79,320
Deferred:			
U.S. federal	(44,784)	(100)	8,150
State	(4,442)	(4,111)	(1,767)
Non-U.S.	(5,368)	(13,585)	(8,517)
	(54,594)	(17,796)	(2,134)
Total	\$ 56,381	\$ 93,529	\$ 77,186

Schedule of Effective Income Tax Rate Reconciliation [Table Text Block]

	2024	2023	2022
Reconciliation of effective income tax			
Tax at statutory U.S. federal income tax rate	\$ 38,359	\$ 49,174	\$ 52,760
State income taxes, net of federal benefit	(307)	1,137	1,252
Foreign dividend repatriation	1,943	21,730	2,596
Foreign operations	13,232	12,558	1,868
Executive compensation over \$1.0 million	1,690	784	2,847
Non-U.S. stock option expense	676	730	525
Change in valuation allowance	(1,800)	725	3,187
Research and development tax credit	(1,460)	(1,400)	(927)
Foreign-derived intangible income	(625)	(2,665)	(2,786)
Global intangible low-taxed income	1,581	2,345	1,890
Provision to return	(1,595)	1,336	840
Cross currency swap	-	-	7,020
Contingency reserve	3,416	5,951	5,909
Excess Tax Benefit Related to Stock Options & Restricted			
Stock	(3,083)	(850)	(2,016)
Goodwill Impairment Related to Flooring	2,373	-	-
Other	1,981	1,974	2,221
Total income tax expense	\$ 56,381	\$ 93,529	\$ 77,186
Deferred income tax balances at each year-end related to:	2024	2023	
Deferred tax assets:			
Pension and other post-retirement benefit plans	\$ 4,318	\$ 5,306	
Employee benefit costs	28,116	27,672	
Foreign tax credit carryforward	7,555	6,538	
Tax loss carryforwards	20,059	25,894	
Leases	16,203	12,716	
Hedging activity	11,688	18,638	
Interest deduction limitation	57,233	37,519	
Other	31,026	33,022	
Gross deferred tax assets	176,198	167,305	
Less: valuation allowance	(11,696)	(15,595)	
Total net deferred tax assets	164,502	151,710	
Deferred tax liability:			
Depreciation and amortization	(187,897)	(209,266)	
Pension and other post-retirement benefit plans	(58,119)	(41,444)	
Undistributed earnings of non-U.S. subsidiaries	(4,933)	(21,926)	
Leases	(15,948)	(12,510)	
Total deferred tax liability	(266,897)	(285,146)	
Net deferred tax liability	\$ (102,395)	\$ (133,436)	

Schedule of Deferred Tax Assets and Liabilities [Table Text Block]

Schedule of Unrecognized Tax Benefits Roll Forward [Table Text Block]

	2024	2023
Balance at beginning of year	\$ 14,254	\$ 17,582
Tax positions related to the current year:		
Additions	1,027	723
Tax positions related to prior years:		
Additions	4,434	5,658
Reductions	(755)	(965)
Settlements	(775)	(8,156)
Lapses in applicable statutes of limitation	(2,595)	(588)
Balance at end of year	\$ 15,590	\$ 14,254

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Note 12 - Financial Instruments (Tables)
Notes Tables
Derivative Instruments, Gain (Loss) [Table Text Block]

	November 30, 2024	December 2, 2023	December 3, 2022
Cross-currency swaps	\$ -	\$ -	\$ 5,536
Interest rate swap contracts	\$ (14,831)	\$ 5,932	\$ 13,148
Net investment hedges	\$ 23,058	\$ (18,555)	\$ (54,040)
	November 30, 2024	December 2, 2023	December 3, 2022
Foreign currency forward contracts	\$ (4,927)	\$ 8,497	\$ 5,711

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Note 13 - Fair Value Measurements (Tables)
Notes Tables
Schedule of Fair Value, Assets and Liabilities Measured on Recurring Basis [Table Text Block]

	November 30, 2024	Level 1	Level 2	Level 3
Assets:				
Marketable securities	\$ 8,584	\$ 8,584	\$ -	\$ -
Foreign exchange contract assets	2,147	-	2,147	-
Interest rate swaps, cash flow hedge asset	1,781	-	1,781	-
Liabilities:				
Foreign exchange contract liabilities	\$ 7,074	\$ -	\$ 7,074	\$ -
Interest rate swaps, cash flow hedge liability	265	-	265	-
Interest rate swaps, fair value hedge liabilities	32,775	-	32,775	-
Net investment hedge liability	51,871	-	51,871	-

	December 2, 2023	Level 1	Level 2	Level 3
Assets:				
Marketable securities	\$ 19,314	\$ 19,314	\$ -	\$ -
Foreign exchange contract assets	13,501	-	13,501	-
Interest rate swaps, cash flow hedge assets	3,632	-	3,632	-
Liabilities:				
Foreign exchange contract liabilities	\$ 5,004	\$ -	\$ 5,004	\$ -
Interest rate swaps, cash flow hedge liabilities	63	-	63	-
Interest rate swaps, fair value hedge liabilities	41,532	-	41,532	-
Net investment hedge liability	72,589	-	72,589	-
Contingent consideration liability	1,370	-	-	1,370

Contingent Consideration Liability [Member]
Notes Tables
Fair Value, Liabilities Measured on Recurring Basis, Unobservable Input Reconciliation [Table Text Block]

Contingent consideration liability	2024
Level 3 balance at beginning of year	\$ 1,370
Payment of contingent consideration	(870)
Reversal of contingent consideration	(500)
Level 3 balance at end of year	\$ -

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Note 14 - Commitments and Contingencies (Tables)

12 Months Ended
Nov. 30, 2024

Notes Tables
Schedule of Loss Contingencies by Contingency [Table Text Block]

	Year Ended November 30, 2024	Year Ended December 2, 2023	Year Ended December 3, 2022
Lawsuits and claims settled	9	9	7
Settlement amounts	\$ 1,208	\$ 4,200	\$ 296
Insurance payments received or expected to be received	\$ 844	\$ 2,379	\$ 195

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Note 15 - Segments
(Tables)

Notes Tables
Schedule of Segment Reporting Information, by Segment [Table Text Block]

12 Months Ended
Nov. 30, 2024

	2024	2023	2022
Net revenue			
Hygiene, Health and Consumable Adhesives	\$ 1,546,351	\$ 1,601,487	\$ 1,695,934
Engineering Adhesives	1,459,137	1,428,744	1,532,639
Construction Adhesives	563,248	480,703	520,610
Total	\$ 3,568,736	\$ 3,510,934	\$ 3,749,183
Segment operating income (loss)			
Hygiene, Health and Consumable Adhesives	\$ 187,413	\$ 215,088	\$ 165,786
Engineering Adhesives	193,038	187,346	168,873
Construction Adhesives	25,304	5,961	22,989
Total segment	405,755	408,395	357,648
Corporate Unallocated ¹	(57,535)	(53,258)	(34,930)
Total	\$ 348,220	\$ 355,137	\$ 322,718
Depreciation and amortization			
Hygiene, Health and Consumable Adhesives	\$ 53,359	\$ 53,398	\$ 46,374
Engineering Adhesives	73,041	63,143	58,307
Construction Adhesives	44,173	41,915	41,713
Corporate Unallocated ¹	4,137	1,384	582
Total	\$ 174,710	\$ 159,840	\$ 146,976
Total assets ²			
Hygiene, Health and Consumable Adhesives	\$ 1,610,902	\$ 1,661,122	
Engineering Adhesives	1,687,391	1,627,715	
Construction Adhesives	1,085,811	990,296	
Corporate	549,140	444,442	
Total	\$ 4,933,244	\$ 4,723,575	
Capital expenditures			
Hygiene, Health and Consumable Adhesives	\$ 87,945	\$ 67,933	
Engineering Adhesives	11,071	14,888	
Construction Adhesives	6,482	4,540	
Corporate	33,740	31,776	
Total	\$ 139,238	\$ 119,137	
	2024	2023	2022
Segment operating income	\$ 348,220	\$ 355,137	\$ 322,718
Other (expense) income, net	(37,115)	9,682	12,952
Interest expense	(133,124)	(134,602)	(91,521)
Interest income	4,682	3,943	7,779
Income before income taxes and income from equity method investments	\$ 182,663	\$ 234,160	\$ 251,928

Schedule of Revenue from External Customers and Long-Lived Assets, by Geographical Areas [Table Text Block]

	Net Revenue		
	2024	2023	2022
United States	\$ 1,623,854	\$ 1,551,846	\$ 1,692,903
China	438,512	430,948	462,587
Germany	362,919	393,029	419,141
Countries with more than 10 percent of total	2,425,285	2,375,823	2,574,631
All other countries with less than 10 percent of total	1,143,451	1,135,111	1,174,552
Total	\$ 3,568,736	\$ 3,510,934	\$ 3,749,183
	Property, Plant and Equipment, net		
	2024	2023	2022
United States	\$ 472,084	\$ 425,765	\$ 375,353
China	109,665	110,061	101,563
Germany	98,233	114,266	107,903
All other countries with less than 10 percent of total	201,945	174,563	148,848
Total	\$ 881,927	\$ 824,655	\$ 733,667

Disaggregation of Revenue [Table Text Block]

November 30, 2024					
	Hygiene, Health and Consumable Adhesives	Engineering Adhesives	Construction Adhesives	Corporate Unallocated	Total
Americas	\$ 882,614	\$ 617,171	\$ 413,984	\$ -	\$ 1,913,769
EIMEA	455,751	451,174	117,553	-	1,024,478
Asia Pacific	207,986	390,792	31,711	-	630,489
	\$ 1,546,351	\$ 1,459,137	\$ 563,248	\$ -	\$ 3,568,736
December 2, 2023					
	Hygiene, Health and Consumable Adhesives	Engineering Adhesives	Construction Adhesives	Corporate Unallocated	Total
Americas	\$ 919,024	\$ 577,751	\$ 363,517	\$ -	\$ 1,860,292
EIMEA	476,397	460,327	85,738	-	1,022,462
Asia Pacific	206,066	390,666	31,448	-	628,180
	\$ 1,601,487	\$ 1,428,744	\$ 480,703	\$ -	\$ 3,510,934
December 3, 2022					
	Hygiene, Health and Consumable Adhesives	Engineering Adhesives	Construction Adhesives	Corporate Unallocated	Total
Americas	\$ 1,003,179	\$ 630,484	\$ 411,951	\$ -	\$ 2,045,614
EIMEA	471,299	478,573	78,773	-	1,028,645
Asia Pacific	221,456	423,582	29,886	-	674,924
	\$ 1,695,934	\$ 1,532,639	\$ 520,610	\$ -	\$ 3,749,183

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Note 1 - Nature of
Business and
Summary of
Significant
Accounting Policies
(Details Textual)
\$ in Thousands

Liabilities [Abstract]

Accounts Payable, Current

Number of Countries in which Entity Operates

Number of Reportable Segments

Contract with Customers, Net Revenue Reduction, Customer Incentives

Cash Surrender Value of Life Insurance

Equity Securities without Readily Determinable Fair Value, Impairment Loss, Annual Amount

Equity Securities without Readily Determinable Fair Value, Amount

Interest Costs Capitalized

Finite-Lived Intangible Asset, Useful Life (Year)

Asset Retirement Obligations, Noncurrent

Antidilutive Securities Excluded from Computation of Earnings Per Share, Amount (in shares) | shares

Share-Based Payment Arrangement, Shares Withheld for Tax Withholding Obligation (in shares) | shares

Stock Repurchased During Period, Shares (in shares) | shares

Supplier Finance Program, Obligation

Proceeds from Insurance Settlement, Investing Activities

Supplier Finance Program, Obligation, Statement of Financial Position [Extensible Enumeration]

12 Months Ended

	Nov. 30, 2024 USD (\$) shares	Dec. 02, 2023 USD (\$) shares	Dec. 03, 2022 USD (\$) shares	Dec. 03, 2023 USD (\$) shares
	\$ 491,435	\$ 439,700		
	35			
	3			
	\$ 43,548	35,896	\$ 50,146	
	9,814	9,334		
	339	0	303	
	1,023	1,362		
	\$ 1,859	\$ 1,769	\$ 1,518	
	16 years	16 years		
	\$ 3,321	\$ 3,147		
	853,398	1,089,054	707,197	
	93,102	113,868	49,869	
	407,400	0	0	
	\$ 5,233			\$ 980
	\$ 4,871	\$ 0	\$ 0	
Accounts Payable,				

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Assets Acquired and Liabilities Assumed, Intangible Assets, Other than Goodwill		6,412	
Goodwill		3,233	
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Other Noncurrent Assets		13,535	
ND Industries [Member]			
Business Combination, Consideration Transferred	\$ 254,037		
Goodwill		81,268	
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Other Noncurrent Assets		\$ 13	
ND Industries [Member] Technology [Member]			
Acquired Finite-Lived Intangible Assets, Weighted Average Useful Life (Year)		15 years	
ND Industries [Member] Customer Relationships [Member]			
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Intangible Assets, Other than Goodwill		\$ 110,100	
Acquired Finite-Lived Intangible Assets, Weighted Average Useful Life (Year)		13 years	
ND Industries [Member] Trademarks and Trade Names [Member]			
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Intangible Assets, Other than Goodwill		\$ 8,700	
Acquired Finite-Lived Intangible Assets, Weighted Average Useful Life (Year)		10 years	
ND Industries [Member] Engineering Adhesives [Member]			
Business Combination, Provisional Information, Initial Accounting Incomplete, Adjustment, Intangibles	(2,200)		
Goodwill, Measurement Period Adjustment	(2,591)		
Business Combination, Provisional Information, Initial Accounting Incomplete, Adjustment, Other Net Assets	\$ 3,094		
Certain Assets of the Sanglier Group [Member] Construction Adhesives [Member]			
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Intangible Assets, Other than Goodwill			\$ 7,354
Goodwill			3,038
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Other Noncurrent Assets			\$ 6,261
Adhezion [Member]			
Business Combination, Consideration Transferred	\$ 80,802		
Payments to Acquire Businesses, Holdback Amount	780		
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Intangible Assets, Other than Goodwill			\$ 38,500
Goodwill			37,589
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Other Noncurrent Assets			4,713
Business Combination, Contingent Consideration Arrangements, Range of Outcomes, Value, High Business Acquisition, Goodwill, Expected Tax Deductible Amount	15,000		
Xchem [Member]	\$ 25,717		
Business Combination, Consideration Transferred	\$ 14,496		
Payments to Acquire Businesses, Holdback Amount	\$ 1,650		
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Intangible Assets, Other than Goodwill			4,600
Goodwill			4,318
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Other Noncurrent Assets			5,578
Beardow Adams [Member]			
Payments to Acquire Businesses, Holdback Amount £		£ 8,000	
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Intangible Assets, Other than Goodwill			35,425
Goodwill			28,148
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Other Noncurrent Assets			37,312
Business Acquisition, Goodwill, Expected Tax Deductible Amount			\$ 3,561
Payments to Acquire Businesses, Gross		\$ 100,885	£ 80,738
Aspen Research Corporation [Member]			
Payments to Acquire Businesses, Holdback Amount		\$ 500	
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Intangible Assets, Other than Goodwill			4,900
Goodwill			3,832
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Other Noncurrent Assets			1,029
Payments to Acquire Businesses, Gross		\$ 9,761	
Lemtapes [Member]			
Payments to Acquire Businesses, Holdback Amount €			€ 850
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Intangible Assets, Other than Goodwill			5,526

Assets, Other than Goodwill	
Goodwill	3,028
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Other Noncurrent Assets	\$ 928
Payments to Acquire Businesses, Gross	\$ € 9,482 8,922

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Note 2 - Acquisitions and Divestiture - Schedule of Assets Acquired and Liabilities Assumed (Details) - USD (\$)	Nov. 30, 2024 Dec. 02, 2023	
\$ in Thousands		
Goodwill	\$ 1,532,221	\$ 1,486,512
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Other Noncurrent Assets	81,268	
ND Industries [Member]		
Current assets	17,085	
Property, plant and equipment	26,044	
Goodwill	81,268	
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Other Noncurrent Assets	13	
Current liabilities	(2,773)	
Total	254,037	

ND Industries [Member] Customer Relationships [Member]	
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Intangible Assets, Other than Goodwill	110,100
ND Industries [Member] Trademarks and Trade Names [Member]	
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Intangible Assets, Other than Goodwill	8,700
ND Industries [Member] Technology-Based Intangible Assets [Member]	
Business Combination, Recognized Identifiable Assets Acquired and Liabilities Assumed, Intangible Assets, Other than Goodwill	\$ 13,600

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Note 2 - Acquisitions and Divestiture - Assets and Liabilities of Divestitures (Details) - North America Flooring [Member]	Nov. 30, 2024
\$ in Thousands	USD (\$)
Trade receivables, net	\$ 19,888
Inventories	27,587
Other current assets	321
Property, plant and equipment, net	37,429
Other intangibles, net	(12,673)
Other assets	(2,343)
Trade payables	(16,110)
Other accrued expenses	(5,548)
Other liabilities	(1,707)
Total	\$ 76,876

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Note 3 - Restructuring Actions (Details Textual)	Nov. 30, 2024
\$ in Millions	USD (\$)
Employee Severance [Member]	
Restructuring and Related Cost, Expected Cost	\$ 60
Other Restructuring [Member]	
Restructuring and Related Cost, Expected Cost	\$ 65

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Note 3 - Restructuring Actions - Restructuring Charges (Details) - USD (\$)	12 Months Ended		
\$ in Thousands	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Restructuring Charges	\$ 22,086	\$ 24,587	\$ (449)
Cost of Sales [Member]			
Restructuring Charges	12,263	15,012	(152)
Selling, General and Administrative Expenses [Member]			
Restructuring Charges	\$ 9,823	\$ 9,575	\$ (297)

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Note 3 - Restructuring Actions - Restructuring Charges (Details) (Parentheticals)	12 Months Ended		
\$ in Thousands	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Cost of Sales [Member]			
Restructuring Charges, Statement of Income or Comprehensive Income [Extensible Enumeration]	Cost of Revenue	Cost of Revenue	Cost of Revenue
Selling, General and Administrative Expenses [Member]			
Restructuring Charges, Statement of Income or Comprehensive Income [Extensible Enumeration]	Selling, General and Administrative Expense	Selling, General and Administrative Expense	Selling, General and Administrative Expense

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Note 3 - Restructuring Actions - Restructuring Reserve (Details) - USD (\$)	12 Months Ended	
\$ in Thousands	Nov. 30, 2024	Dec. 02, 2023
Balance	\$ 11,723	\$ 57
Expense incurred	22,086	24,587
Non-cash charges	(8,598)	(1,822)
Cash payments	(16,438)	(9,836)
Foreign currency translation	(343)	(1,263)
Balance	8,430	11,723
Employee Related [Member]		
Balance	11,723	57
Expense incurred	13,477	22,731
Non-cash charges	0	0
Cash payments	(16,427)	(9,802)
Foreign currency translation	(343)	(1,263)
Balance	8,430	11,723

Asset Related [Member]		
Balance	0	0
Expense incurred	4,673	1,369
Non-cash charges	(4,673)	(1,369)
Cash payments	0	0
Foreign currency translation	0	0
Balance	0	0
Other Restructuring [Member]		
Balance	0	0
Expense incurred	3,936	487
Non-cash charges	(3,925)	(453)
Cash payments	(11)	(34)
Foreign currency translation	0	0
Balance	\$ 0	\$ 0

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Note 4 - Supplemental Financial Statement Information - Statement of Income Information (Details) - USD (\$) \$ in Thousands		12 Months Ended		
		Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Foreign currency transaction losses, net	\$ (2,501)		\$ (11,615)	\$ (12,935)
Gain (loss) on disposal of assets	424		(58)	1,416
Net periodic pension benefit	15,920		20,246	26,787
Loss on impairment of assets held for sale	(47,267)		0	0
Other, net	(3,691)		1,109	(2,316)
Total other (expense) income, net	(37,115)		9,682	12,952
Selling, General and Administrative Expenses [Member]				
Research and development expenses (included in SG&A expenses)	\$ 49,565		\$ 48,640	\$ 44,853

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Note 4 - Supplemental Financial Statement Information - Balance Sheet Information (Details) - USD (\$) \$ in Thousands		Nov. 30, 2024			Dec. 02, 2023		Dec. 03, 2022	
Raw materials	\$ 215,936		\$ 206,140					
Finished goods	251,562		235,900					
Total inventories	467,498		442,040					
Other receivables	39,149		40,760					
Prepaid income taxes	12,218		12,327					
Prepaid taxes other than income taxes	31,295		34,455					
Prepaid expenses	21,357		25,136					
Total other current assets	104,019		112,678					
Land	108,093		91,320					
Buildings and improvements	470,106		447,428					
Machinery and equipment	1,161,379		1,058,916					
Construction in progress	124,980		157,371					
Total, at cost	1,864,558		1,755,035					
Accumulated depreciation	(982,631)		(930,380)					
Net property, plant and equipment	881,927		824,655			\$ 733,667		
Investments in company owned life insurance	9,814		9,334					
Equity method investments	37,059		37,562					
Equity Securities without Readily Determinable Fair Value, Amount	1,023		1,362					
Long-term deferred income taxes	39,298		42,949					
Operating lease right-of-use assets	61,116		47,433					
Other long-term receivables	14,577		14,013					
Other long-term assets	10,709		12,758					
Total other assets	449,665		371,165					
Taxes other than income taxes	24,559		22,497					
Miscellaneous services	9,026		8,319					
Customer rebates	21,901		17,938					
Interest	5,628		5,819					
Product liability	233		175					
Contingent consideration liability	0		1,370					
Current operating lease liabilities	13,473		11,277					
Current obligations of finance leases	1,908		16,184					
Accrued expenses	20,310		24,323					
Total other accrued expenses	97,038		107,902					
Asset Retirement Obligations, Noncurrent	3,321		3,147					
Long-term deferred income taxes	141,693		176,385					
Long-term income tax liability	18,195		19,225					
Long-term deferred compensation	11,716		9,884					
Postretirement other than pension	1,837		1,893					
Noncurrent operating lease liabilities	48,628		36,879					
Environmental liabilities	1,174		2,563					
Other long-term liabilities	46,193		65,507					
Total other liabilities	322,299		388,072					
Cross Currency Interest Rate Contract [Member]								
Net investment hedge liabilities	49,542		72,589					
Pension Plan [Member]								
Prepaid postretirement costs	119,493		92,323					
Other Postretirement Benefits Plan [Member]								
Prepaid postretirement costs	\$ 156,576		\$ 113,431					

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Note 4 - Supplemental Financial Statement Information - Balance Sheet Information (Details) (Parentheticals) - USD (\$) \$ in Thousands		Nov. 30, 2024		Dec. 02, 2023	
Liabilities, Noncurrent [Abstract]					
Other Liabilities, Noncurrent			\$ 322,299		\$ 388,072

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Note 4 - Supplemental Financial Statement Information - Allowance for Doubtful Accounts (Details) - USD (\$) \$ in Thousands	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Balance	\$ 11,080	\$ 10,939	\$ 9,935
Charged to expenses and other adjustments	2,187	1,224	1,794
Write-offs	(1,071)	(1,522)	(851)
Foreign currency translation effect	(575)	439	61
Balance	\$ 11,621	\$ 11,080	\$ 10,939

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Note 4 - Supplemental Financial Statement Information - Comprehensive Income (Loss) Information (Details) - USD (\$) \$ in Thousands	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Net income attributable to H.B. Fuller	\$ 130,256	\$ 144,906	\$ 180,313
Net income including non-controlling interests, non-controlling interests net	139	82	94
Foreign currency translation adjustment, pretax	[1] (75,106)	17,320	(131,745)
Foreign currency translation adjustment, net	[1] (75,106)	17,320	(131,745)
Foreign currency translation adjustment1	[1] 342	2	(61)
Defined benefit pension plans adjustment, pretax	[2] 50,875	1,554	(18,881)
Defined benefit pension plans adjustment, tax	[2] (12,437)	(762)	3,818
Defined benefit pension plans adjustment, net	[2] 38,438	792	(15,063)
Other comprehensive income (loss), pretax	(16,004)	6,251	(195,054)
Other comprehensive income (loss), tax	(14,511)	2,226	13,944
Other comprehensive income (loss), net	(30,515)	8,477	(181,110)
Other comprehensive income (loss), non-controlling interests net	342	2	(61)
Comprehensive income (loss), net	99,741	153,383	(797)
Comprehensive income (loss), non-controlling interests net	481	84	33
Interest Rate Swap [Member]			
Other Comprehensive Income (Loss), Cash Flow Hedge, Gain (Loss), before Reclassification and Tax	[3] (14,831)	5,932	13,148
Derivative, tax	[3] 3,615	(1,460)	(3,224)
Derivative, net	[3] (11,216)	4,472	9,924
Net Investment Hedges [Member]			
Other Comprehensive Income (Loss), Cash Flow Hedge, Gain (Loss), before Reclassification and Tax	[3] 23,058	(18,555)	(54,040)
Derivative, tax	[3] (5,689)	4,448	13,297
Derivative, net	[3] 17,369	(14,107)	(40,743)
Other Contract [Member]			
Other Comprehensive Income (Loss), Cash Flow Hedge, Gain (Loss), before Reclassification and Tax	[3]		(3,536)
Derivative, tax	[3]		53
Derivative, net	\$ 0	\$ 0	\$ (3,483)

- [1] Income taxes are not provided for foreign currency translation relating to indefinite investments in international subsidiaries.
- [2] Loss reclassified from accumulated other comprehensive income (loss) into earnings as part of net periodic cost related to pension and other postretirement benefit plans is reported in cost of sales and SG&A expenses.
- [3] Loss reclassified from accumulated other comprehensive income (loss) into earnings is reported in other income, net.

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Note 4 - Supplemental Financial Statement Information - Components of Accumulated Other Comprehensive Income (Loss) (Details) - USD (\$) \$ in Thousands	12 Months Ended			
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022	Nov. 28, 2020
Total accumulated other comprehensive loss	\$ 1,829,848	\$ 1,755,913	\$ 1,610,794	\$ 1,597,360
Accumulated Foreign Currency Adjustment Including Portion Attributable to Noncontrolling Interest [Member]				
Before Reclassifications	(322,184)	(246,736)	(264,054)	
Accumulated Foreign Currency Adjustment Attributable to Parent [Member]				
Before Reclassifications	(321,798)	(246,692)	(264,012)	
Accumulated Foreign Currency Adjustment Attributable to Noncontrolling Interest [Member]				
Before Reclassifications	(386)	(44)	(42)	
Accumulated Defined Benefit Plans Adjustment Including Portion Attributable to Noncontrolling Interest [Member]				
Before Reclassifications	(89,031)	(127,469)	(128,261)	
Accumulated Defined Benefit Plans Adjustment Attributable to Parent [Member]				
Before Reclassifications	(89,031)	(127,469)	(128,261)	
Accumulated Defined Benefit Plans Adjustment Attributable to Noncontrolling Interest [Member]				
Before Reclassifications	0	0	0	
Accumulated Gain (Loss), Cash Flow Hedge, Including Noncontrolling Interest [Member] Interest Rate Swap [Member]				
Before Reclassifications	(6,744)	4,472	(40,743)	
Accumulated Gain (Loss), Cash Flow Hedge, Including Noncontrolling Interest [Member] Net Investment Hedges [Member]				
Before Reclassifications	(37,481)	(54,850)		
Accumulated Gain (Loss), Net, Cash Flow Hedge, Parent [Member] Interest Rate Swap [Member]				
Before Reclassifications	(6,744)	4,472	(40,743)	
Accumulated Gain (Loss), Net, Cash Flow Hedge, Parent [Member] Net Investment Hedges [Member]				
Before Reclassifications	(37,481)	(54,850)		
Accumulated Gain (Loss), Net, Cash Flow Hedge, Noncontrolling Interest [Member] Interest Rate Swap [Member]				
Before Reclassifications	0		0	
Accumulated Gain (Loss), Net, Cash Flow Hedge, Noncontrolling Interest [Member] Net Investment Hedges [Member]				
Before Reclassifications	0	0		
AOCl Including Portion Attributable to Noncontrolling Interest [Member]				
Reclassification of AOCl tax effects	(18,341)	(18,341)	(18,341)	
Total accumulated other comprehensive loss	(473,781)	(442,924)	(451,399)	
AOCl Attributable to Parent [Member]				
Reclassification of AOCl tax effects	(18,341)	(18,341)	(18,341)	
Total accumulated other comprehensive loss	(473,395)	(442,880)	(451,357)	\$ (270,247)
AOCl Attributable to Noncontrolling Interest [Member]				

Reclassification of AOCI tax effects	0	0	0
Total accumulated other comprehensive loss	\$ (386)	\$ (44)	\$ (42)
XML 74 R58.htm IDEA: XBRL DOCUMENT			
Note 4 -	12 Months Ended		
Supplemental			
Financial Statement			
Information -			
Components of			
Accumulated Other			
Comprehensive			
Income (Loss)			
(Details)			
(Parentheticals) -			
USD (\$)			
\$ in Thousands			

Accumulated Defined Benefit Plans Adjustment Including Portion Attributable to Noncontrolling Interest [Member]			
Before Reclassifications, tax	\$ 54,545	\$ 66,982	\$ 63,925
Accumulated Gain (Loss), Cash Flow Hedge, Including Noncontrolling Interest [Member] Interest Rate Swap [Member]			
Before Reclassifications, tax	2,169	(1,460)	\$ 3,224
Accumulated Gain (Loss), Cash Flow Hedge, Including Noncontrolling Interest [Member] Net Investment Hedges [Member]			
Before Reclassifications, tax	\$ 12,056	\$ 17,744	
XML 75 R59.htm IDEA: XBRL DOCUMENT			

Note 5 - Goodwill and	12 Months Ended		
Other Intangible			
Assets (Details			
Textual) - USD (\$)	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
\$ in Thousands			

Amortization of Intangible Assets	\$ 83,656	\$ 79,514	\$ 74,383
Indefinite Lived Trademarks and Trade Names	\$ 461,000	\$ 474,000	

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Note 5 - Goodwill and	12 Months Ended		
Other Intangible			
Assets - Goodwill			
Balance (Details			
Balance (Details)	Nov. 30, 2024		
\$ in Thousands	USD (\$)		

Balance at beginning of year	\$ 1,486,512	
Acquisitions	88,755	
Impairment	(32,079)	
Foreign currency translation effect	(10,967)	
Balance at end of year	1,532,221	
Hygiene, Health, and Consumable Adhesives [Member]		
Balance at beginning of year	402,598	
Acquisitions	1,674	
Impairment	0	
Foreign currency translation effect	(4,759)	
Balance at end of year	399,513	
Engineering Adhesives [Member]		
Balance at beginning of year	651,145	
Acquisitions	81,268	
Impairment	0	
Foreign currency translation effect	(5,733)	
Balance at end of year	726,680	
Construction Adhesives [Member]		
Balance at beginning of year	432,769	
Acquisitions	5,813	
Impairment	(32,079)	
Foreign currency translation effect	(475)	
Balance at end of year	\$ 406,028	

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Note 5 - Goodwill and	12 Months Ended		
Other Intangible			
Assets - Amortizable			
Intangible Assets			
(Details) - USD (\$)	Nov. 30, 2024	Dec. 02, 2023	
\$ in Thousands			

Original cost	\$ 1,285,834	\$ 1,200,628
Impairment	(6,109)	
Accumulated amortization	(509,960)	(471,962)
Net identifiable intangibles	\$ 769,765	\$ 728,666
Weighted-average useful lives (in years) (Year)	16 years	16 years
Purchased Technology And Patents [Member]		
Original cost	\$ 145,313	\$ 144,763
Impairment	(343)	
Accumulated amortization	(55,398)	(59,631)
Net identifiable intangibles	\$ 89,572	\$ 85,132
Weighted-average useful lives (in years) (Year)	13 years	13 years
Customer Relationships [Member]		
Original cost	\$ 1,063,210	\$ 986,470
Impairment	(5,616)	
Accumulated amortization	(418,805)	(382,220)
Net identifiable intangibles	\$ 638,789	\$ 604,250
Weighted-average useful lives (in years) (Year)	16 years	16 years
Trade Names [Member]		
Original cost	\$ 67,280	\$ 58,484
Impairment	(150)	
Accumulated amortization	(28,745)	(23,099)
Net identifiable intangibles	\$ 38,385	\$ 35,385
Weighted-average useful lives (in years) (Year)	13 years	13 years
Other Intangible Assets [Member]		
Original cost	\$ 10,031	\$ 10,911
Impairment	0	
Accumulated amortization	(7,012)	(7,012)
Net identifiable intangibles	\$ 3,019	\$ 3,899
Weighted-average useful lives (in years) (Year)	13 years	13 years

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Note 5 - Goodwill and	
Other Intangible	
Assets - Estimated	
Aggregate	Nov. 30, 2024
Amortization Expense	USD (\$)

(Details)	
\$ in Thousands	
2025	\$ 81,437
2026	79,468
2027	76,752
2028	77,519
2029	75,088
Thereafter	\$ 379,501

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Note 6 - Leases (Details Textual)		Nov. 30, 2024
Lessee, Operating and Finance Leases, Renewal Term (Year)		5 years
Operating Lease, Weighted Average Remaining Lease Term (Year)		7 years 7 months 6 days
Operating Lease, Weighted Average Discount Rate, Percent		4.80%
Finance Lease, Weighted Average Remaining Lease Term (Year)		6 years 7 months 6 days
Finance Lease, Weighted Average Discount Rate, Percent		4.00%

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Note 6 - Leases - Components of Lease Expense (Details) - USD (\$)		12 Months Ended Nov. 30, 2024 Dec. 02, 2023	
\$ in Thousands			
Operating net lease cost	\$ 16,559		\$ 13,883
Amortization of assets	1,698		2,045
Interest on lease liabilities	402		1,077
Variable net lease cost	12,091		8,554
Total net lease cost	\$ 30,750		\$ 25,559

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Note 6 - Leases - Supplemental Balance Sheet Information (Details) - USD (\$)		Nov. 30, 2024 Dec. 02, 2023	
\$ in Thousands			
Operating lease right-of-use assets	\$ 61,116		\$ 47,433
Current operating lease liabilities	13,473		11,277
Noncurrent operating lease liabilities	48,628		36,879
Total operating lease liabilities	62,101		48,156
Current obligations of finance leases	1,908		16,184
Finance leases, net of current obligations	7,600		6,534
Total finance lease liabilities	9,508		22,718
Equipment [Member]			
Finance right-of-use assets	9,183		11,681
Building [Member]			
Finance right-of-use assets	\$ 0		\$ 14,230

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Note 6 - Leases - Supplemental Balance Sheet Information (Details) (Parentheticals) - USD (\$)		Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
\$ in Thousands				
Assets [Abstract]				
Other Assets, Noncurrent		\$ 449,665	\$ 371,165	
Property, Plant and Equipment, Net		881,927	824,655	\$ 733,667
Liabilities, Current [Abstract]				
Accrued Liabilities, Current		97,038	107,902	
Liabilities, Noncurrent [Abstract]				
Other Liabilities, Noncurrent		\$ 322,299	\$ 388,072	
Operating Lease, Right-of-Use Asset, Statement of Financial Position [Extensible Enumeration]		Other Assets, Noncurrent	Other Assets, Noncurrent	
Operating Lease, Liability, Current, Statement of Financial Position [Extensible Enumeration]		Accrued Liabilities, Current	Accrued Liabilities, Current	
Operating Lease, Liability, Noncurrent, Statement of Financial Position [Extensible Enumeration]		Other Liabilities, Noncurrent	Other Liabilities, Noncurrent	
Finance Lease, Right-of-Use Asset, Statement of Financial Position [Extensible Enumeration]		Property, Plant and Equipment, Net	Property, Plant and Equipment, Net	
Finance Lease Liability Current Statement Off Financial Position Extensible List		Accrued Liabilities, Current	Accrued Liabilities, Current	
Finance Lease, Liability, Noncurrent, Statement of Financial Position [Extensible Enumeration]		Other Liabilities, Noncurrent	Other Liabilities, Noncurrent	

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Note 6 - Leases - Supplemental Cash Flow Information (Details) - USD (\$)		12 Months Ended Nov. 30, 2024 Dec. 02, 2023	
\$ in Thousands			
Operating cash flows from operating leases	\$ 15,707		\$ 11,745
Operating cash flows from finance leases	402		1,077
Financing cash flows from finance leases	16,089		268
New operating lease liabilities	29,651		26,687
New finance lease liabilities	\$ 3,282		\$ 15,015

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Note 6 - Leases - Schedule of Maturities of Lease Liabilities (Details) - USD (\$)		Nov. 30, 2024 Dec. 02, 2023	
\$ in Thousands			
2025, Finance Leases			\$ 2,258
2025, Operating Lease			16,082
2026, Finance Leases			2,090
2026, Operating Lease			12,807
2027, Finance Leases			1,795
2027, Operating Lease			10,007
2028, Finance Leases			1,252
2028, Operating Lease			7,368
2029, Finance Leases			885
2029, Operating Lease			5,459
2030 and beyond, Finance Leases			2,507
2030 and beyond, Operating Leases			22,548
Total, Finance Leases			10,787
Total, Operating Leases			74,271
Less: amounts representing interest, Finance Leases			(1,279)
Less: amounts representing interest, Operating Leases			(12,170)

Present value of future minimum payments, Finance Leases	9,508	\$ 22,718
Present value of future minimum payments	62,101	48,156
Less: current obligations, Finance Leases	(1,908)	(16,184)
Less: current obligations, Operating Leases	(13,473)	(11,277)
Noncurrent lease liabilities, Finance Leases	7,600	6,534
Noncurrent lease liabilities, Operating Leases	\$ 48,628	\$ 36,879

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Note 7 - Notes Payable, Long-term Debt and Lines of Credit (Details Textual) - USD (\$)	12 Months Ended													
	Nov. 30, 2024	Mar. 04, 2024	Dec. 15, 2023	Jun. 30, 2023	Feb. 15, 2023	Oct. 20, 2020	Feb. 14, 2017	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022	Mar. 16, 2023	Feb. 28, 2023	Jan. 13, 2023	Jan. 12, 2023
Notes Payable, Current	\$ 587,000							\$ 587,000	\$ 1,841,000					
Deferred Debt Issuance Cost, Writeoff								0	2,689,000	\$ 0				
Long-Term Debt, Fair Value	2,015,468,000							\$ 2,015,468,000	1,785,199,000					
Interest Rate Swap [Member]														
Derivative, Amount of Hedged Item											\$ 300,000,000		\$ 400,000,000	\$ 400,000,000
Derivative, Fixed Interest Rate											3.721%	3.726%	3.6895%	3.6895%
Interest Rate Swap 2 [Member]														
Derivative, Amount of Hedged Item											\$ 100,000,000			
Derivative, Fixed Interest Rate											3.899%			
Term Loan A [Member]														
Debt Instrument, Face Amount					\$ 500,000,000									
Debt Instrument, Basis Spread on Variable Rate								6.17%						
Long-Term Debt, Gross	[1] 462,500,000							\$ 462,500,000	487,500,000					
Term Loan A [Member] SOFR Credit Adjustment [Member]														
Debt Instrument, Basis Spread on Variable Rate					0.10%									
Term Loan A [Member] Secured Overnight Financing Rate (SOFR) Overnight Index Swap Rate [Member]														
Debt Instrument, Basis Spread on Variable Rate					1.50%									
Term Loan B [Member]														
Debt Instrument, Face Amount	994,000,000	\$ 794,000,000			\$ 800,000,000			\$ 994,000,000						
Debt Instrument, Basis Spread on Variable Rate								6.57%						
Long-Term Debt, Gross	[2] \$ 989,030,000							\$ 989,030,000	796,000,000					
Term Loan B [Member] Secured Overnight Financing Rate (SOFR) Overnight Index Swap Rate [Member]														
Debt Instrument, Basis Spread on Variable Rate	6.57%	2.00%												
Term Loan B [Member] Secured Overnight Financing Rate (SOFR) Overnight Index Swap Rate [Member] Minimum [Member]														
Debt Instrument, Basis Spread on Variable Rate	0.50%							0.50%						
Term Loan B [Member] Secured Overnight Financing Rate (SOFR) [Member]														
Debt Instrument, Basis Spread on Variable Rate								0.02%						
The 10-year Public Notes [Member]														
Debt Instrument, Face Amount								\$ 300,000,000						
Debt Instrument, Interest Rate, Stated Percentage								4.00%						
Debt Instrument, Term (Year)								10 years						
The 8-year Public Notes [Member]														
Debt Instrument, Face Amount								\$ 300,000,000						
Debt Instrument, Interest Rate, Stated Percentage								4.25%						

Long-Term Debt. Gross	[3] \$ 300,000,000		\$ 300,000,000 300,000,000
Debt Instrument. Term (Year)		8 years	
Repayments of Debt		\$ 300,000	
The 8-year Public Notes [Member] Secured Overnight Financing Rate (SOFR) [Member]			
Debt Instrument. Basis Spread on Variable Rate		3.28%	
The 8-year Public Notes [Member] London Interbank Offered Rate (LIBOR) 1 [Member]			
Debt Instrument. Basis Spread on Variable Rate		3.28%	
Term Loan B First Tranche [Member]			
Debt Instrument. Face Amount	\$	200,000,000	
Amended Term Loan B [Member]			
Debt Instrument. Face Amount	\$	994,000,000	
Debt Instrument. Basis Spread on Variable Rate		1.00%	
Debt Instrument. Interest Rate Margin. Increase (Decrease)		0.25%	
Amended Term Loan B [Member] Secured Overnight Financing Rate (SOFR) [Member]			
Debt Instrument. Basis Spread on Variable Rate		2.00%	
Term Loan [Member] Repayments of Debt			\$ 158,750,000
Second Amended and Restated Credit Agreement [Member]			
Debt Instrument. Mandatory Prepayments of Excess Cashflow. Percentage		50.00%	
Debt Instrument. Mandatory Prepayments of Excess Cashflow When Secured Leverage Ratio Is Below 4.25. Percentage		25.00%	
Debt Instrument. Mandatory Prepayments of Excess Cashflow When Secured Leverage Ratio Is Below 3.75. Percentage		0.00%	
Second Amended and Restated Credit Agreement [Member] Term Loan B [Member]			
Debt Instrument. Periodic Payment. Percentage of Principal		1.00%	
Second Amended and Restated Credit Agreement [Member] Term Loan A [Member] Debt Instrument. Redemption, Period One [Member]			
Debt Instrument. Periodic Payment. Percentage of Principal		1.25%	
Second Amended and Restated Credit Agreement [Member] Term Loan A [Member] Debt Instrument. Redemption, Period Two [Member]			
Debt Instrument. Periodic Payment. Percentage of Principal		1.875%	
Second Amended and Restated Credit Agreement [Member] Term Loan A [Member] Debt Instrument. Redemption, Period Three [Member]			

Debt Instrument, Periodic Payment, Percentage of Principal		2.50%			
Revolving Credit Facility [Member]					
Line of Credit, Current	0		0		
Line of Credit Facility, Maximum Borrowing Capacity	700,000,000	\$ 700,000,000	700,000,000		
Deferred Debt Issuance Cost, Writeoff			2,689,000		
Long-Term Debt, Gross	0		0	\$ 0	
Repayments of Lines of Credit			\$ 138,000,000		
Line of Credit Facility, Unused Capacity, Commitment Fee Percentage		0.20%			
Long-Term Line of Credit, Total	0		0		
Letters of Credit Outstanding, Amount	10,318,000		10,318,000		
Debt Instrument, Covenant, Secured Leverage Ratio for Fiscal Quarters Ending on or Prior to June 1, 2024		4.75			
Debt Instrument, Covenant, Secured Leverage Ratio for Fiscal Quarters Ending After June 1, 2024		4.5			
Debt Instrument, Covenant, Interest Coverage Ratio		2			
Revolving Credit Facility [Member] SOFR Credit Adjustment [Member]					
Debt Instrument, Basis Spread on Variable Rate		0.10%			
Revolving Credit Facility [Member] Secured Overnight Financing Rate (SOFR) Overnight Index Swap Rate [Member]					
Debt Instrument, Basis Spread on Variable Rate		1.50%			
Long-Term Debt, Fair Value	\$ 6,170		\$ 6,170		
Notes Payable [Member]					
Short-Term Debt, Weighted Average Interest Rate, at Point in Time	1.35%		1.35%	10.75%	16.20%

[1] Term Loan A, due on February 15, 2028, \$500,000 variable rate at the Secured Overnight Financing Rate ("SOFR") plus an adjustment of 0.10 percent and an interest rate spread of 1.50 percent based on a leverage grid (6.95 percent at December 2, 2023).

[2] Term Loan B, due on February 15, 2028, \$800,000 variable rate at the SOFR plus 2.25 percent with a SOFR floor of 0.50 percent (7.60 percent at December 2, 2023).

[3] Public Notes, due October 15, 2028, \$300,000 4.25 percent fixed; swapped to a floating rate as detailed below.

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Note 7 - Notes Payable, Long-term Debt and Lines of Credit - Long-term Debt (Details) - USD (\$) \$ in Thousands Other, including debt issuance cost and discount	12 Months Ended				
	Nov. 30, 2024			Dec. 02, 2023	
Other, including debt issuance cost and discount		\$ (41,478)		\$ (46,910)	
Long-term debt		2,010,052		1,836,590	
Less: current maturities		0		0	
Total long-term debt, excluding current maturities		\$ 2,010,052		1,836,590	
The 10-year Public Notes [Member]					
Long-term weighted-average interest rate	[1]	4.00%			
Loan maturity date	[1]	2027			
Long-term debt, gross	[1]	\$ 300,000		300,000	
Term Loan A [Member]					
Long-term weighted-average interest rate	[2]	6.17%			
Loan maturity date	[2]	2028			
Long-term debt, gross	[2]	\$ 462,500		487,500	
Term Loan B [Member]					
Long-term weighted-average interest rate	[3]	6.57%			
Loan maturity date	[3]	2030			
Long-term debt, gross	[3]	\$ 989,030		796,000	
The 8-year Public Notes [Member]					
Long-term weighted-average interest rate	[4]	4.25%			
Loan maturity date	[4]	2028			
Long-term debt, gross	[4]	\$ 300,000		300,000	
Revolving Credit Facility [Member]					
Long-term weighted-average interest rate		6.17%			
Loan maturity date		2028			
Long-term debt, gross		\$ 0		\$ 0	

[1] Public Notes, due February 15, 2027, \$300,000 4.00 percent fixed.
[2] Term Loan A, due on February 15, 2028, \$500,000 variable rate at the Secured Overnight Financing Rate ("SOFR") plus an adjustment of 0.10 percent and an interest rate spread of 1.50 percent based on a leverage grid (6.95 percent at December 2, 2023).
[3] Term Loan B, due on February 15, 2028, \$800,000 variable rate at the SOFR plus 2.25 percent with a SOFR floor of 0.50 percent (7.60 percent at December 2, 2023).
[4] Public Notes, due October 15, 2028, \$300,000 4.25 percent fixed; swapped to a floating rate as detailed below.

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Note 7 - Notes Payable, Long-term Debt and Lines of Credit - Maturities of Long-term Debt (Details)
Nov. 30, 2024
USD (\$)
\$ in Thousands

2025	\$ 41,190
2026	47,440
2027	53,690
2028	959,940
2029	9,940
Thereafter	\$ 939,330

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Note 7 - Notes Payable, Long-term Debt and Lines of Credit - Lines of Credit (Details) - Revolving Credit Facility [Member] - USD (\$)
Nov. 30, 2024
Feb. 15, 2023
USD (\$)
\$ in Thousands

Committed	\$ 700,000	\$ 700,000
Drawn	0	
Unused	\$ 689,682	

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Note 8 - Stockholders' Equity (Details Textual) - USD (\$)
\$ / shares in Units, \$ in Thousands
12 Months Ended
24 Months Ended
Apr. 07, 2022
Nov. 30, 2024
Dec. 02, 2023
Dec. 03, 2022
Dec. 03, 2022

Preferred Stock, Shares Authorized (in shares)	10,045,900	10,045,900		
Common Stock, Shares Authorized (in shares)	160,000,000	160,000,000		
Common Stock, Par or Stated Value Per Share (in dollars per share)	\$ 1	\$ 1		
Common Stock, Shares, Issued (in shares)	54,657,103	54,092,987		
Stock Repurchased During Period, Value	\$ 39,557	\$ 2,567		\$ 3,949
Stock Repurchased During Period, Shares (in shares)	407,400	0	0	
Common Stock, Dividends, Per Share, Declared (in dollars per share)	\$ 0.856	\$ 0.805		
The 2017 Share Repurchase Program [Member]				
Stock Repurchase Program, Authorized Amount	\$ 300,000			
Share Repurchase Program, Period in Force (Year)	5 years			
Stock Repurchased During Period, Value	\$ 31,811			
Stock Repurchased During Period, Shares (in shares)		0	0	
Share Repurchase Program, Remaining Authorized, Amount	\$ 268,000			

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Note 8 - Stockholders' Equity - Common Stock Outstanding (Details) - shares
Nov. 30, 2024
Dec. 02, 2023
Dec. 03, 2022

Beginning balance (in shares)	54,092,987	53,676,576	52,777,753
Stock options exercised (in shares)	746,892	314,832	657,789
Deferred compensation paid (in shares)	20,691	102,108	118,429
Restricted units vested (in shares)	297,035	113,339	172,474
Shares withheld for taxes (in shares)	(93,102)	(113,868)	(49,869)
Share repurchases (in shares)	(407,400)	0	0
Ending balance (in shares)	54,657,103	54,092,987	53,676,576

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Note 9 - Accounting for Share-based Compensation (Details Textual) - USD (\$)
\$ in Thousands
12 Months Ended
Nov. 30, 2024
Dec. 02, 2023
Dec. 03, 2022

Share-Based Payment Arrangement, Expense	\$ 21,914	\$ 19,911	\$ 24,368
Fair Value Options Granted During Period Value Share-based Compensation	13,214	10,577	5,400
Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercises in Period, Intrinsic Value	\$ 25,258	8,015	16,877
Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Outstanding, Weighted Average Remaining Contractual Term (Year)	5 years 3 months 18 days		
Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Outstanding, Intrinsic Value	\$ 99,352		
Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercisable, Number (in shares)	3,756,728		
Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercisable, Weighted Average Remaining Contractual Term (Year)	4 years 7 months 6 days		
Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercisable, Intrinsic Value	\$ 96,416		
Proceeds, Issuance of Shares, Share-Based Payment Arrangement, Including Option Exercised	35,927	14,619	30,122
Share-Based Payment Arrangement, Exercise of Option, Tax Benefit	6,114	\$ 1,885	\$ 3,687
Total Fair Value of Nonvested Restricted Stock	\$ 29,250		
Repurchased Restricted Stock Shares (in shares)	100,560	37,715	55,081
Non Employee Directors [Member]			
Deferred Compensation Plan, Matching Percentage	10.00%		
Deferred Compensation Arrangement with Individual, Discretionary Awards, Employer Contribution Units Paid (in shares)	13,926	17,580	17,937
Deferred Compensation Arrangement with Individual, Employer Matches Contribution Fair Value	\$ 182	\$ 172	\$ 172
Deferred Compensation Arrangement with Individual, Discretionary Awards Employer Contribution, Fair Value	\$ 1,200	1,200	1,080
Employees [Member]			
Deferred Compensation Plan, Matching Percentage	10.00%		
Deferred Compensation Arrangement with Individual, Employer Matches Contribution Fair Value	\$ 78	79	86
2020 Master Incentive Plan [Member]			
Share-Based Compensation Arrangement by Share-Based Payment Award, Number of Shares Available for Grant (in shares)	2,854,679		
Share-Based Payment Arrangement, Option [Member]			
Share-Based Payment Arrangement, Nonvested Award, Cost Not yet Recognized, Amount	\$ 9,499		
Share-Based Payment Arrangement, Nonvested Award, Cost Not yet Recognized, Period for Recognition (Year)	1 year 1 month 6 days		
Share-Based Payment Arrangement, Option [Member] Share-Based Payment Arrangement, Tranche One [Member]			
Share-based Compensation Arrangement by Share-based Payment Award, Award Vesting Period (Year)	1 year		
Share-based Compensation Arrangement by Share-based Payment Award, Award Vesting Rights, Percentage	33.30%		

Share-based Compensation Arrangement by Share-based Payment Award, Expiration Period (Year)	10 years		
Restricted Stock [Member]			
Share-based Compensation Arrangement by Share-based Payment Award, Award Vesting Period (Year)	3 years		
Share-Based Payment Arrangement, Exercise of Option, Tax Benefit	\$ 4,237	1,396	2,569
Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Vested in Period, Fair Value	\$ 17,027	\$ 6,101	\$ 8,062
Restricted Stock [Member] Share-Based Payment Arrangement, Tranche One [Member]			
Share-based Compensation Arrangement by Share-based Payment Award, Award Vesting Period (Year)	1 year		
Share-based Compensation Arrangement by Share-based Payment Award, Award Vesting Rights, Percentage	33.30%		
Share-based Compensation Arrangement by Share-based Payment Award, Expiration Period (Year)	3 years		
Restricted Stock Units (RSUs) [Member]			
Share-Based Payment Arrangement, Nonvested Award, Cost Not yet Recognized, Amount	\$ 9,944		
Share-Based Payment Arrangement, Nonvested Award, Cost Not yet Recognized, Period for Recognition (Year)	10 months 24 days		

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12 Months Ended			
Note 9 - Accounting for Share-based Compensation - Fair Value of Options Granted (Details) - \$ / shares			
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Expected life (Year)	5 years 10 months 9 days	5 years	5 years
Weighted-average expected volatility	35.12%	35.28%	33.35%
Weighted-average expected dividend	1.13%	1.20%	0.95%
Weighted-average fair value of grants (in dollars per share)	\$ 28.07	\$ 22.41	\$ 20.91
Minimum [Member]			
Expected volatility range	33.88%	35.09%	33.33%
Risk-free interest rate	3.73%	3.48%	1.53%
Expected dividend yield range	1.03%	1.13%	0.94%
Maximum [Member]			
Expected volatility range	35.14%	35.69%	34.34%
Risk-free interest rate	4.58%	4.72%	4.06%
Expected dividend yield range	1.19%	1.22%	1.23%

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12 Months Ended			
Note 9 - Accounting for Share-based Compensation - Stock Option Activity (Details) - \$ / shares			
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Outstanding Options (in shares)	4,941,885	4,823,070	4,972,392
Outstanding Options, weighted-average exercise price (in dollars per share)	\$ 52.28	\$ 50.42	\$ 47.45
Granted (in shares)	470,748	471,975	549,458
Granted, weighted-average exercise price (in dollars per share)	\$ 77.77	\$ 68.27	\$ 72.75
Exercised (in shares)	(746,892)	(314,832)	(657,789)
Exercised, weighted-average exercise price (in dollars per share)	\$ 48.1	\$ 46.43	\$ 45.79
Forfeited or cancelled (in shares)	(60,637)	(38,328)	(40,991)
Forfeited or cancelled, weighted-average exercise price (in dollars per share)	\$ 64.07	\$ 63.52	\$ 61.31
Outstanding Options (in shares)	4,605,104	4,941,885	4,823,070
Outstanding Options, weighted-average exercise price (in dollars per share)	\$ 55.4	\$ 52.28	\$ 50.42

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12 Months Ended				
Note 9 - Accounting for Share-based Compensation - Nonvested Restricted Stock Activity (Details) - Restricted Stock Units (RSUs) [Member] - \$ / shares				
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022	Nov. 28, 2020
Nonvested (in shares)	528,690	491,120		
Nonvested, Weighted average grant date fair value (in dollars per share)	\$ 62.61	\$ 58.98		
Nonvested, Weighted average remaining contractual life (Year)	10 months 24 days	8 months 12 days 8 months 12 days 1 year 10 months 24 days		
Granted (in shares)	194,689	187,185	179,603	
Granted, Weighted average grant date fair value (in dollars per share)	\$ 73.34	\$ 63.32	\$ 67.92	
Vested (in shares)	(297,035)	(113,339)	(172,474)	
Vested, Weighted average grant date fair value (in dollars per share)	\$ 57.32	\$ 53.83	\$ 46.74	
Forfeited (in shares)	(15,603)	(36,276)	(68,374)	
Forfeited, Weighted average grant date fair value (in dollars per share)	\$ 70.61	\$ 44.48	\$ 45.83	
Nonvested (in shares)	410,741	528,690	491,120	552,365
Nonvested, Weighted average grant date fair value (in dollars per share)	\$ 71.21	\$ 62.61	\$ 58.98	\$ 50.63

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12 Months Ended			
Note 9 - Accounting for Share-based Compensation - Deferred Compensation Units (Details) - shares			
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Units outstanding (in shares)		459,157	522,564
Participant contributions (in shares)		22,412	25,406
Company match contributions¹ (in shares)	[1]	16,167	20,121
Payouts (in shares)		(29,048)	(108,934)
Units outstanding (in shares)		468,688	459,157
Non Employee Directors [Member]			
Units outstanding (in shares)		395,970	465,992
Participant contributions (in shares)		13,103	13,187
Company match contributions¹ (in shares)	[1]	15,236	18,899
Payouts (in shares)		(20,691)	(102,108)
Units outstanding (in shares)		403,618	395,970
Employees [Member]			
Units outstanding (in shares)		63,187	56,572
Participant contributions (in shares)		9,309	12,219
Company match contributions¹ (in shares)	[1]	931	1,222
Payouts (in shares)		(8,357)	(6,826)
Units outstanding (in shares)		65,070	63,187

[1] The non-employee directors’ company match includes 17,937, 18,814 and 21,323 deferred compensation units paid as discretionary awards to all non-employee directors in 2022, 2021 and 2020, respectively.

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12 Months Ended			
Note 10 - Pension and Postretirement Benefits (Details Textual) - USD (\$)			
\$ in Thousands			
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022

Defined Contribution Plan, Maximum Annual Contributions Per Employee, Percent	75.00%		
Defined Contribution Plan, Employer Matching Contribution, Percent of Employees' Gross Pay	4.00%		
Defined Contribution Plan, Annual Retirement Percentage	1.00%		
Defined Contribution Plan, Cost	\$ 15,590	\$ 14,221	\$ 12,113
Defined Contribution Plan, Employer Discretionary Contribution Amount	0		
Liability, Defined Benefit Plan	\$ 11,992	11,626	
Defined Benefit Plan, Assumptions Used Calculating Benefit Obligation, Increase (decrease) in Discount Rate	0.50%		
Impact on Pension and Other Postretirement Benefit Expense from a Change in Discount Rate	\$ 144		
Supplemental Executive Retirement Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0		
Group Term Life Insurance Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	\$ 0	0	
Equity Funds [Member] Supplemental Executive Retirement Plan [Member]			
Defined Benefit Plan, Plan Assets, Target Allocation, Percentage	55.00%		
Fixed Income Funds [Member]			
Defined Benefit Plan, Plan Assets, Target Allocation, Percentage	45.00%		
Fixed Income Funds [Member] Supplemental Executive Retirement Plan [Member]			
Defined Benefit Plan, Plan Assets, Target Allocation, Percentage	45.00%		
UNITED STATES			
Defined Benefit Plan, Accumulated Benefit Obligation	\$ 275,599	\$ 273,197	
Defined Benefit Plan, Assumptions Used Calculating Benefit Obligation, Discount Rate	5.23%	5.66%	5.36%
Defined Benefit Plan, Assumptions Used Calculating Benefit Obligation, Increase (decrease) in Discount Rate	0.50%		
Impact on Pension and Other Postretirement Benefit Expense from a Change in Discount Rate	\$ 2,622		
Defined Benefit Plan, Assumptions Used Calculating Net Periodic Benefit Cost, Expected Long-Term Rate of Return on Plan Assets	7.75%	7.75%	7.00%
UNITED STATES Equity Funds [Member]			
Defined Benefit Plan, Assumptions Used Calculating Net Periodic Benefit Cost, Expected Long-Term Rate of Return on Plan Assets	8.50%		
Defined Benefit Plan, Plan Assets, Target Allocation, Percentage	55.00%		
UNITED STATES Fixed Income Funds [Member]			
Defined Benefit Plan, Assumptions Used Calculating Net Periodic Benefit Cost, Expected Long-Term Rate of Return on Plan Assets	5.60%		
Defined Benefit Plan, Plan Assets, Target Allocation, Percentage	45.00%		
UNITED KINGDOM			
Defined Benefit Plan, Assumptions Used Calculating Net Periodic Benefit Cost, Expected Long-Term Rate of Return on Plan Assets	4.50%		
GERMANY			
Defined Benefit Plan, Assumptions Used Calculating Net Periodic Benefit Cost, Expected Long-Term Rate of Return on Plan Assets	5.50%		
Foreign Plan [Member]			
Defined Benefit Plan, Accumulated Benefit Obligation	\$ 142,503	\$ 141,402	
Defined Benefit Plan, Assumptions Used Calculating Net Periodic Benefit Cost, Expected Long-Term Rate of Return on Plan Assets	5.01%	5.02%	3.49%
Four Percent Match [Member]			
Defined Contribution Plan, Cost	\$ 10,070		
One Percent Match [Member]			
Defined Contribution Plan, Cost	\$ 5,520		
XML 97 R81.htm IDEA: XBRL DOCUMENT			
Note 10 - Pension and Postretirement Benefits - Change in Benefit Obligation and Plan Assets (Details) - USD (\$)	12 Months Ended		
\$ in Thousands	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Pension Plan [Member] UNITED STATES			
Benefit obligation at beginning of year	\$ 255,390	\$ 269,874	
Acquisitions	0	0	
Service cost	0	0	\$ 0
Interest cost	13,855	13,901	9,653
Participant contributions	0	0	
Actuarial gain ¹	[1] 10,747	(7,298)	
Plan amendments	0	0	
Settlement payments	0	(141)	
Benefits paid	(21,182)	(20,946)	
Foreign currency translation effect	0	0	
Benefit obligation at end of year	258,810	255,390	269,874
Level 3 balance	319,738	326,786	
Acquisitions	0	0	
Actual return on plan assets	49,271	12,811	
Employer contributions	1,197	1,228	
Participant contributions	0	0	
Settlement payments	0	(141)	
Benefits paid	[2] (21,182)	(20,946)	
Foreign currency translation effect	0	0	
Level 3 balance	349,024	319,738	326,786
Plan assets in excess of (less than) benefit obligation as of year end	90,214	64,348	
Pension Plan [Member] Foreign Plan [Member]			
Benefit obligation at beginning of year	146,796	154,850	
Acquisitions	951	0	
Service cost	1,538	1,670	2,765
Interest cost	6,215	5,726	2,893
Participant contributions	0	0	
Actuarial gain ¹	[1] 3,391	(12,435)	
Plan amendments	497	0	
Settlement payments	0	(252)	
Benefits paid	(8,526)	(7,663)	
Foreign currency translation effect	(2,552)	4,900	
Benefit obligation at end of year	148,310	146,796	154,850
Level 3 balance	134,622	141,908	
Acquisitions	615	0	
Actual return on plan assets	9,189	(5,545)	
Employer contributions	1,624	1,744	
Participant contributions	0	0	
Settlement payments	0	0	
Benefits paid	[2] (8,526)	(7,663)	
Foreign currency translation effect	(1,957)	4,178	
Level 3 balance	135,567	134,622	141,908
Plan assets in excess of (less than) benefit obligation as of year end	(12,743)	(12,174)	
Other Postretirement Benefits Plan [Member]			
Benefit obligation at beginning of year	22,133	24,173	
Acquisitions	0	0	
Service cost	0	0	0

Interest cost	1,166	1,205	748
Participant contributions	252	232	
Actuarial gain¹	(125)	(611)	
Plan amendments	0	0	
Settlement payments	0	0	
Benefits paid	(2,576)	(2,866)	
Foreign currency translation effect	0	0	
Benefit obligation at end of year	20,850	22,133	24,173
Level 3 balance	133,453	120,782	
Acquisitions	0	0	
Actual return on plan assets	44,160	15,160	
Employer contributions	85	145	
Participant contributions	252	232	
Settlement payments	0	0	
Benefits paid	(2,575)	(2,866)	
Foreign currency translation effect	0	0	
Level 3 balance	175,375	133,453	\$ 120,782
Plan assets in excess of (less than) benefit obligation as of year end	\$ 154,525	\$ 111,320	

[1] Actuarial gain in 2024 and 2023 for the U.S. Plans is primarily due to assumption changes. Actuarial gain in 2024 and 2023 for the Non-U.S. Plans are due to both assumption changes and plan experience.

[2] Amount excludes benefit payments made from sources other than plan assets.

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Note 10 - Pension and Postretirement Benefits - Amounts in Accumulated Other Comprehensive Income That Have Not Been Recognized as Components of Net Periodic Benefit Cost (Details) - USD (\$)

Nov. 30, 2024 Dec. 02, 2023

\$ in Thousands

Pension Plan [Member] UNITED STATES		
Unrecognized actuarial loss (gain)	\$ 126,583	\$ 143,522
Unrecognized prior service cost	0	0
Ending balance	126,583	143,522
Pension Plan [Member] Foreign Plan [Member]		
Unrecognized actuarial loss (gain)	47,595	49,128
Unrecognized prior service cost	1,600	1,196
Ending balance	49,195	50,324
Other Postretirement Benefits Plan [Member]		
Unrecognized actuarial loss (gain)	(47,532)	(14,442)
Unrecognized prior service cost	0	0
Ending balance	\$ (47,532)	\$ (14,442)

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Note 10 - Pension and Postretirement Benefits - Statement of Financial Position as of Fiscal Year End (Details) - USD (\$)

Nov. 30, 2024 Dec. 02, 2023

\$ in Thousands

Non-current liabilities	\$ (51,755)	\$ (50,189)
Pension Plan [Member]		
Prepaid postretirement costs	119,493	92,323
Pension Plan [Member] UNITED STATES		
Prepaid postretirement costs	102,637	76,677
Current liabilities	(1,239)	(1,239)
Non-current liabilities	(11,184)	(11,089)
Ending balance	90,214	64,349
Pension Plan [Member] Foreign Plan [Member]		
Prepaid postretirement costs	16,846	15,635
Current liabilities	(1,443)	(1,464)
Non-current liabilities	(28,146)	(26,345)
Ending balance	(12,743)	(12,174)
Other Postretirement Benefits Plan [Member]		
Prepaid postretirement costs	156,576	113,431
Current liabilities	(214)	(218)
Non-current liabilities	(1,837)	(1,893)
Ending balance	\$ 154,525	\$ 111,320

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Note 10 - Pension and Postretirement Benefits - Pension Plans With Accumulated Benefit and Projected Benefit Obligations in Excess of Plan Assets (Details) - Pension Plan [Member] - USD (\$)

Nov. 30, 2024 Dec. 02, 2023

\$ in Thousands

UNITED STATES		
Accumulated benefit obligation	\$ 12,423	\$ 12,329
Fair value of plan assets	0	0
Projected benefit obligation	12,423	12,329
Fair value of plan assets	0	0
Foreign Plan [Member]		
Accumulated benefit obligation	36,809	35,034
Fair value of plan assets	10,046	9,700
Projected benefit obligation	39,635	37,510
Fair value of plan assets	\$ 10,046	\$ 9,700

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Note 10 - Pension and Postretirement Benefits - Expected Cash Flows for Employer Contributions and

Nov. 30, 2024

USD (\$)

Expected Benefit Payments (Details) \$ in Thousands	
Pension Plan [Member] UNITED STATES	
2025	\$ 0
2025	21,474
2026	21,376
2027	21,267
2028	21,215
2029- 2034	119,274
Pension Plan [Member] Foreign Plan [Member]	
2025	0
2025	8,332
2026	8,573
2027	8,897
2028	8,634
2029- 2034	53,638
Other Postretirement Benefits Plan [Member]	
2025	0
2025	2,606
2026	2,491
2027	2,338
2028	2,210
2029- 2034	\$ 10,424

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Note 10 - Pension and Postretirement Benefits - Components of Net Periodic Benefit Cost (Details) - USD (\$) \$ in Thousands	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022

UNITED STATES			
Net periodic (benefit) cost	\$ (7,728)	\$ (12,379)	\$ (15,237)
Foreign Plan [Member]			
Net periodic (benefit) cost	3,314	2,443	4,996
Pension Plan [Member] UNITED STATES			
Service cost	0	0	0
Interest cost	13,855	13,901	9,653
Expected return on assets	(26,220)	(28,821)	(29,018)
Prior service (benefit) cost	0	0	(3)
Actuarial loss (gain)	4,637	2,541	4,132
Settlement charge	0	0	0
Pension Plan [Member] Foreign Plan [Member]			
Service cost	1,538	1,670	2,765
Interest cost	6,215	5,726	2,893
Expected return on assets	(6,587)	(7,027)	(6,465)
Prior service (benefit) cost	84	62	63
Actuarial loss (gain)	2,066	1,993	2,411
Settlement charge	0	19	3,329
Other Postretirement Benefits Plan [Member]			
Service cost	0	0	0
Interest cost	1,166	1,205	748
Expected return on assets	(10,909)	(9,859)	(11,084)
Prior service (benefit) cost	0	0	0
Actuarial loss (gain)	(287)	0	(3,445)
Settlement charge	0	0	0
Net periodic (benefit) cost	\$ (10,030)	\$ (8,654)	\$ (13,781)

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Note 10 - Pension and Postretirement Benefits - Weighted-average Assumption Used to Determine Benefit Obligations and Net Costs (Details)	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
UNITED STATES			
Discount rate	5.23%	5.66%	5.36%
Expected return on plan assets	7.75%	7.75%	7.00%
Foreign Plan [Member]			
Expected return on plan assets	5.01%	5.02%	3.49%
Pension Plan [Member] UNITED STATES			
Discount rate	5.23%	5.66%	5.36%
Rate of compensation increase	[1] 0.00%	0.00%	0.00%
Discount rate	5.66%	5.36%	2.75%
Expected return on plan assets	7.75%	7.75%	7.00%
Rate of compensation increase	[1] 0.00%	0.00%	0.00%
Pension Plan [Member] Foreign Plan [Member]			
Discount rate	4.03%	4.37%	3.70%
Rate of compensation increase	[1] 1.76%	1.82%	1.83%
Discount rate	4.36%	3.71%	1.29%
Expected return on plan assets	5.01%	5.02%	3.49%
Rate of compensation increase	[1] 1.86%	1.82%	1.68%
Other Postretirement Benefits Plan [Member]			
Discount rate	5.09%	5.61%	5.29%
Discount rate	5.61%	5.29%	2.51%
Expected return on plan assets	8.25%	8.25%	8.25%

[1] Under the U.S. pension plan, the compensation amount was locked-in as of May 31, 2011 and thus the benefit no longer includes compensation increases. The 4.50 percent rate for 2020 and 2019 is for the supplemental executive retirement plan only; for 2021, there is no compensation increase as subsequent to November 27, 2021, there were no active employees in the supplemental executive retirement plan.

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Note 10 - Pension and Postretirement Benefits - Assume Health Care Trend Rates (Details)	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Health care cost trend rate assumed for next year	6.00%	6.25%	6.50%
Rate to which the cost trend rate is assumed to decline (the ultimate trend rate)	5.75%	5.75%	5.75%

Note 10 - Pension and Postretirement Benefits - Asset Allocation (Details)

	Nov. 30, 2024	Dec. 02, 2023
Equity Funds [Member] UNITED STATES		
Defined Benefit Plan, Target Plan Asset Allocation	55.00%	
Fixed Income Funds [Member]		
Defined Benefit Plan, Target Plan Asset Allocation	45.00%	
Fixed Income Funds [Member] UNITED STATES		
Defined Benefit Plan, Target Plan Asset Allocation	45.00%	
Pension Plan [Member] UNITED STATES		
Defined Benefit Plan, Target Plan Asset Allocation	100.00%	
Percentage of Plan Assets at Year End	100.00%	100.00%
Pension Plan [Member] Foreign Plan [Member]		
Defined Benefit Plan, Target Plan Asset Allocation	100.00%	
Percentage of Plan Assets at Year End	100.00%	100.00%
Pension Plan [Member] Equity Funds [Member] UNITED STATES		
Defined Benefit Plan, Target Plan Asset Allocation	55.00%	
Percentage of Plan Assets at Year End	52.40%	53.80%
Pension Plan [Member] Equity Funds [Member] Foreign Plan [Member]		
Defined Benefit Plan, Target Plan Asset Allocation	21.70%	
Percentage of Plan Assets at Year End	23.00%	22.00%
Pension Plan [Member] Fixed Income Funds [Member] UNITED STATES		
Defined Benefit Plan, Target Plan Asset Allocation	45.00%	
Percentage of Plan Assets at Year End	46.10%	44.90%
Pension Plan [Member] Fixed Income Funds [Member] Foreign Plan [Member]		
Defined Benefit Plan, Target Plan Asset Allocation	78.30%	
Percentage of Plan Assets at Year End	76.50%	77.20%
Pension Plan [Member] Insurance [Member] UNITED STATES		
Defined Benefit Plan, Target Plan Asset Allocation	0.00%	
Percentage of Plan Assets at Year End	0.00%	0.00%
Pension Plan [Member] Insurance [Member] Foreign Plan [Member]		
Defined Benefit Plan, Target Plan Asset Allocation	0.00%	
Percentage of Plan Assets at Year End	0.00%	0.00%
Pension Plan [Member] Cash [Member] UNITED STATES		
Defined Benefit Plan, Target Plan Asset Allocation	[1] 0.00%	
Percentage of Plan Assets at Year End	[1] 1.50%	1.30%
Pension Plan [Member] Cash [Member] Foreign Plan [Member]		
Defined Benefit Plan, Target Plan Asset Allocation	[1] 0.00%	
Percentage of Plan Assets at Year End	[1] 0.50%	0.80%
Other Postretirement Benefits Plan [Member]		
Defined Benefit Plan, Target Plan Asset Allocation	100.00%	
Percentage of Plan Assets at Year End	100.00%	100.00%
Other Postretirement Benefits Plan [Member] Equity Funds [Member]		
Defined Benefit Plan, Target Plan Asset Allocation	0.00%	
Percentage of Plan Assets at Year End	0.00%	0.00%
Other Postretirement Benefits Plan [Member] Fixed Income Funds [Member]		
Defined Benefit Plan, Target Plan Asset Allocation	0.00%	
Percentage of Plan Assets at Year End	0.00%	0.00%
Other Postretirement Benefits Plan [Member] Insurance [Member]		
Defined Benefit Plan, Target Plan Asset Allocation	100.00%	
Percentage of Plan Assets at Year End	98.00%	99.50%
Other Postretirement Benefits Plan [Member] Cash [Member]		
Defined Benefit Plan, Target Plan Asset Allocation	[1] 0.00%	
Percentage of Plan Assets at Year End	[1] 2.00%	0.50%

[1] Negative cash for 2021 represents unsettled pending trades within an investment that are classified in cash and cash equivalents until settled.

**Note 10 - Pension and Postretirement Benefits - Fair Value of Plan Assets (Details) - USD (\$)
\$ in Thousands**

	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Other Postretirement Benefits Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	\$ 175,375	\$ 133,453	\$ 120,782
UNITED STATES Pension Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	349,024	319,738	326,786
Foreign Plan [Member] Pension Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	135,567	134,622	141,908
Fair Value, Inputs, Level 1 [Member] Other Postretirement Benefits Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	3,566	699	
Fair Value, Inputs, Level 1 [Member] UNITED STATES Pension Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	5,169	4,054	
Fair Value, Inputs, Level 1 [Member] Foreign Plan [Member] Pension Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	73,558	71,424	
Fair Value, Inputs, Level 2 [Member] Other Postretirement Benefits Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0	
Fair Value, Inputs, Level 2 [Member] UNITED STATES Pension Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	317,322	301,210	
Fair Value, Inputs, Level 2 [Member] Foreign Plan [Member] Pension Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0	
Fair Value, Inputs, Level 3 [Member] Other Postretirement Benefits Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	171,809	132,754	119,446
Fair Value, Inputs, Level 3 [Member] UNITED STATES Pension Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0	45,251
Fair Value, Inputs, Level 3 [Member] Foreign Plan [Member] Pension Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	1,325	726	\$ 703
Fair Value, Inputs, Level 1, Level 2, and Level 3 [Member] Other Postretirement Benefits Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	175,375	133,453	
Fair Value, Inputs, Level 1, Level 2, and Level 3 [Member] UNITED STATES Pension Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	322,491	305,264	
Fair Value, Inputs, Level 1, Level 2, and Level 3 [Member] Foreign Plan [Member] Pension Plan [Member]			
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	74,883	72,150	
Fair Value Measured at Net Asset Value Per Share [Member] UNITED STATES Pension Plan [Member]			

Defined Benefit Plan, Plan Assets, Amount, Ending Balance	26,533	14,474
Fair Value Measured at Net Asset Value Per Share [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	[1] 60,684	62,472
Equity Funds [Member] Fair Value, Inputs, Level 1 [Member] UNITED STATES Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Equity Funds [Member] Fair Value, Inputs, Level 1 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	31,015	29,601
Equity Funds [Member] Fair Value, Inputs, Level 2 [Member] UNITED STATES Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	183,061	172,166
Equity Funds [Member] Fair Value, Inputs, Level 2 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Equity Funds [Member] Fair Value, Inputs, Level 3 [Member] UNITED STATES Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Equity Funds [Member] Fair Value, Inputs, Level 3 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Equity Funds [Member] Fair Value, Inputs, Level 1, Level 2, and Level 3 [Member] UNITED STATES Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	183,061	172,166
Equity Funds [Member] Fair Value, Inputs, Level 1, Level 2, and Level 3 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	31,015	29,601
Insurance [Member] Fair Value, Inputs, Level 1 [Member] Other Postretirement Benefits Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Insurance [Member] Fair Value, Inputs, Level 1 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	
Insurance [Member] Fair Value, Inputs, Level 2 [Member] Other Postretirement Benefits Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Insurance [Member] Fair Value, Inputs, Level 2 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	
Insurance [Member] Fair Value, Inputs, Level 3 [Member] Other Postretirement Benefits Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	171,809	132,754
Insurance [Member] Fair Value, Inputs, Level 3 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	603	
Insurance [Member] Fair Value, Inputs, Level 1, Level 2, and Level 3 [Member] Other Postretirement Benefits Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	171,809	132,754
Insurance [Member] Fair Value, Inputs, Level 1, Level 2, and Level 3 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	603	
Fixed Income Funds [Member] Fair Value, Inputs, Level 1 [Member] UNITED STATES Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Fixed Income Funds [Member] Fair Value, Inputs, Level 1 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	41,869	40,686
Fixed Income Funds [Member] Fair Value, Inputs, Level 2 [Member] UNITED STATES Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	134,261	129,044
Fixed Income Funds [Member] Fair Value, Inputs, Level 2 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Fixed Income Funds [Member] Fair Value, Inputs, Level 3 [Member] UNITED STATES Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Fixed Income Funds [Member] Fair Value, Inputs, Level 3 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	722	726
Fixed Income Funds [Member] Fair Value, Inputs, Level 1, Level 2, and Level 3 [Member] UNITED STATES Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	134,261	129,044
Fixed Income Funds [Member] Fair Value, Inputs, Level 1, Level 2, and Level 3 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	42,591	41,412
Cash [Member] Fair Value, Inputs, Level 1 [Member] Other Postretirement Benefits Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	3,566	699
Cash [Member] Fair Value, Inputs, Level 1 [Member] UNITED STATES Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	5,169	4,054
Cash [Member] Fair Value, Inputs, Level 1 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	674	1,137
Cash [Member] Fair Value, Inputs, Level 2 [Member] Other Postretirement Benefits Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Cash [Member] Fair Value, Inputs, Level 2 [Member] UNITED STATES Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Cash [Member] Fair Value, Inputs, Level 2 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Cash [Member] Fair Value, Inputs, Level 3 [Member] Other Postretirement Benefits Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Cash [Member] Fair Value, Inputs, Level 3 [Member] UNITED STATES Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Cash [Member] Fair Value, Inputs, Level 3 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	0	0
Cash [Member] Fair Value, Inputs, Level 3 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	5,169	4,054
Cash [Member] Fair Value, Inputs, Level 1, Level 2, and Level 3 [Member] Foreign Plan [Member] Pension Plan [Member]		
Defined Benefit Plan, Plan Assets, Amount, Ending Balance	\$ 674	\$ 1,137

[1] In accordance with ASC Topic 820-10, Fair Value Measurement, certain investments that are measured at NAV (Net Asset Value per share) (or its equivalent) practical expedient have not been classified in the fair value hierarchy. The fair value amounts represented in this table are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the statement of financial position.

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Note 10 - Pension and Postretirement Benefits - Changes in the Level 3 Plan Assets of Pension and Other Postretirement Plans (Details) - USD (\$) \$ in Thousands	12 Months Ended	
	Nov. 30, 2024	Dec. 02, 2023
Pension Plan [Member] UNITED STATES		
Level 3 balance	\$ 319,738	\$ 326,786
Currency change effect	0	0
Level 3 balance	349,024	319,738
Pension Plan [Member] Foreign Plan [Member]		
Level 3 balance	134,622	141,908
Currency change effect	(1,957)	4,178
Level 3 balance	135,567	134,622
Other Postretirement Benefits Plan [Member]		

Level 3 balance	133,453	120,782
Currency change effect	0	0
Level 3 balance	175,375	133,453
Fair Value, Inputs, Level 3 [Member] Pension Plan [Member] UNITED STATES		
Level 3 balance	0	45,251
Net transfers out of level 3	0	(45,072)
Purchases, sales, issuances and settlements, net	0	(179)
Level 3 balance	0	0
Fair Value, Inputs, Level 3 [Member] Pension Plan [Member] Foreign Plan [Member]		
Level 3 balance	726	703
Transfers into level 3	603	0
Net gains	17	0
Currency change effect	(21)	23
Level 3 balance	1,325	726
Fair Value, Inputs, Level 3 [Member] Other Postretirement Benefits Plan [Member]		
Level 3 balance	132,754	119,446
Purchases, sales, issuances and settlements, net	(1,431)	(1,144)
Net gains	40,486	14,452
Level 3 balance	\$ 171,809	\$ 132,754

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Note 11 - Income Taxes (Details Textual) - USD (\$) \$ in Thousands	3 Months Ended												12 Months Ended		
	May 28, 2016												Nov. 30, 2024	Dec. 02, 2023	
Undistributed Earnings, Basic														\$ 1,197,517	
Unrecognized Tax Benefits that Would Impact Effective Tax Rate														12,431	\$ 10,338
Income Tax Examination, Penalties and Interest Expense														658	824
Income Tax Examination, Penalties and Interest Accrued														4,840	\$ 6,708
Income Tax Examination, Year under Examination	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014					
Branch Foreign Tax Credit Carryforward [Member]															
Tax Credit Carryforward, Amount														4,351	
Foreign Tax Jurisdiction [Member]															
Operating Loss Carryforwards														68,380	
Foreign Tax Jurisdiction [Member] Indefinite [Member]															
Operating Loss Carryforwards														45,177	
Foreign Tax Jurisdiction [Member] Tax Period 2025 to 2042 [Member]															
Operating Loss Carryforwards														\$ 23,203	

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Note 11 - Income Taxes - Income From Continuing Operations Before Income Tax and Income From Equity Method Investments (Details) - USD (\$) \$ in Thousands	12 Months Ended			
	Nov. 30, 2024 Dec. 02, 2023 Dec. 03, 2022			
United States		\$ (46,064)	\$ 15,276	\$ 63,718
Non-U.S.		228,727	218,884	188,210
Income from continuing operations before income taxes and income from equity method investments		\$ 182,663	\$ 234,160	\$ 251,928

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Note 11 - Income Taxes - Components of the Provision for Income Tax Expense (Benefit) (Details) - USD (\$) \$ in Thousands	12 Months Ended			
	Nov. 30, 2024 Dec. 02, 2023 Dec. 03, 2022			
U.S. federal	\$ 14,150	\$ 18,347	\$ 12,181	
State	4,104	5,529	3,389	
Non-U.S.	92,721	87,449	63,750	
Total current	110,975	111,325	79,320	
U.S. federal	(44,784)	(100)	8,150	
State	(4,442)	(4,111)	(1,767)	
Non-U.S.	(5,368)	(13,585)	(8,517)	
Total deferred	(54,594)	(17,796)	(2,134)	
Total income tax expense	\$ 56,381	\$ 93,529	\$ 77,186	

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Note 11 - Income Taxes - Reconciliation of Effective Income Tax (Details) - USD (\$) \$ in Thousands	12 Months Ended			
	Nov. 30, 2024 Dec. 02, 2023 Dec. 03, 2022			
Tax at statutory U.S. federal income tax rate	\$ 38,359	\$ 49,174	\$ 52,760	
State income taxes, net of federal benefit	(307)	1,137	1,252	
Foreign dividend repatriation	1,943	21,730	2,596	
Foreign operations	13,232	12,558	1,868	
Executive compensation over \$1.0 million	1,690	784	2,847	
Non-U.S. stock option expense	676	730	525	
Change in valuation allowance	(1,800)	725	3,187	
Research and development tax credit	(1,460)	(1,400)	(927)	
Foreign-derived intangible income	(625)	(2,665)	(2,786)	
Global intangible low-taxed income	1,581	2,345	1,890	
Provision to return	(1,595)	1,336	840	
Cross currency swap	0	0	7,020	
Contingency reserve	3,416	5,951	5,909	
Excess Tax Benefit Related to Stock Options & Restricted Stock	(3,083)	(850)	(2,016)	
Goodwill Impairment Related to Flooring	2,373	0	0	
Other	1,981	1,974	2,221	
Total income tax expense	\$ 56,381	\$ 93,529	\$ 77,186	

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Note 11 - Income Taxes - Deferred Income Tax Balances (Details) - USD (\$) \$ in Thousands	Nov. 30, 2024 Dec. 02, 2023		
Pension and other post-retirement benefit plans	\$ 4,318	\$ 5,306	
Employee benefit costs	28,116	27,672	
Foreign tax credit carryforward	7,555	6,538	

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\$ in Thousands

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24 Dec. 02, 2023

12 Months Ended

[Public Notes \[Member\]](#)

London Interbank Offered	
Rate (LIBOR) 1 [Member]	
Derivative, Amount of Hedged	
Item	
Derivative, Variable Interest	3.28%

Rate	
Interest Rate Swap Related to Public Notes [Member] Other Liabilities [Member]	
Interest Rate Fair Value Hedge Liability at Fair Value	\$ 32,775,000

[1] Loss reclassified from accumulated other comprehensive income (loss) into earnings is reported in other income, net.

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Note 12 - Financial Instruments - Gains (Losses) on Derivative Instruments (Details) - USD (\$) \$ in Thousands	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Interest Rate Swap [Member]			
Derivative instruments	[1] \$ (14,831)	\$ 5,932	\$ 13,148
Net Investment Hedges [Member]			
Derivative instruments	[1] 23,058	(18,555)	(54,040)
Not Designated as Hedging Instrument [Member] Foreign Exchange Forward [Member] Other Operating Income (Expense) [Member]			
Foreign currency forward contracts	(4,927)	8,497	5,711
Cash Flow Hedging [Member] Designated as Hedging Instrument [Member] Currency Swap [Member]			
Derivative instruments	0	0	5,536
Cash Flow Hedging [Member] Designated as Hedging Instrument [Member] Interest Rate Swap [Member]			
Derivative instruments	(14,831)	5,932	13,148
Cash Flow Hedging [Member] Designated as Hedging Instrument [Member] Net Investment Hedges [Member]			
Derivative instruments	\$ 23,058	\$ (18,555)	\$ (54,040)

[1] Loss reclassified from accumulated other comprehensive income (loss) into earnings is reported in other income, net.

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Note 13 - Fair Value Measurements (Details Textual) - USD (\$) \$ in Thousands	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Payment for Contingent Consideration Liability, Financing Activities	\$ (0)	\$ 1,477	\$ 5,000
Business Combination, Contingent Consideration Arrangements, Change in Amount of Contingent Consideration, Liability	(500)	2,893	\$ 0
GSSI Sealants, Inc. [Member]			
Business Combination, Contingent Consideration, Liability		870	
Payment for Contingent Consideration Liability, Financing Activities	870		
Tissue Seal, LLC [Member]			
Business Combination, Contingent Consideration, Liability		\$ 500	
Business Combination, Contingent Consideration Arrangements, Change in Amount of Contingent Consideration, Liability	\$ 500		

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Note 13 - Fair Value Measurements - Fair Value Measurements (Details) - Fair Value, Recurring [Member] - USD (\$) \$ in Thousands	Nov. 30, 2024		Dec. 02, 2023
Assets:			
Marketable securities	\$ 8,584		\$ 19,314
Foreign exchange contract assets	2,147		13,501
Interest Rate Cash Flow Hedge Asset at Fair Value	1,781		3,632
Liabilities:			
Foreign exchange contract liabilities	7,074		5,004
Interest rate swaps, cash flow hedge liability	265		63
Interest rate swaps, fair value hedge liabilities	32,775		41,532
Net investment hedge liability	51,871		72,589
Interest Rate Fair Value Hedge Liability at Fair Value	32,775		41,532
Net investment hedge liability	51,871		72,589
Contingent consideration liability			1,370
Fair Value, Inputs, Level 1 [Member]			
Assets:			
Marketable securities	8,584		19,314
Interest Rate Cash Flow Hedge Asset at Fair Value	0		0
Liabilities:			
Interest rate swaps, cash flow hedge liability	0		
Interest rate swaps, fair value hedge liabilities	0		0
Net investment hedge liability	0		0
Interest Rate Fair Value Hedge Liability at Fair Value	0		0
Net investment hedge liability	0		0
Fair Value, Inputs, Level 2 [Member]			
Assets:			
Foreign exchange contract assets	2,147		13,501
Interest Rate Cash Flow Hedge Asset at Fair Value	1,781		3,632
Liabilities:			
Foreign exchange contract liabilities	7,074		5,004
Interest rate swaps, cash flow hedge liability	265		63
Interest rate swaps, fair value hedge liabilities	32,775		41,532
Net investment hedge liability	51,871		72,589
Interest Rate Fair Value Hedge Liability at Fair Value	32,775		41,532
Net investment hedge liability	51,871		72,589
Fair Value, Inputs, Level 3 [Member]			
Assets:			
Interest Rate Cash Flow Hedge Asset at Fair Value	0		
Liabilities:			
Interest rate swaps, cash flow hedge liability	0		
Interest rate swaps, fair value hedge liabilities	0		0
Net investment hedge liability	0		0
Interest Rate Fair Value Hedge Liability at Fair Value	0		0
Net investment hedge liability	\$ 0		0
Contingent consideration liability			\$ 1,370

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Note 13 - Fair Value Measurements - Contingent Consideration (Details) - Contingent Consideration USD (\$)	12 Months Ended	
	Nov. 30, 2024	

Liability [Member]	
\$ in Thousands	
Balance	\$ 1,370
Payment of contingent consideration (870)	
Reversal of contingent consideration (500)	
Level 3 balance at end of year	\$ 0

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Note 14 - Commitments and Contingencies (Details Textual) - USD (\$) \$ in Thousands	Nov. 30, 2024	Dec. 03, 2023	Dec. 02, 2023
Liabilities [Abstract]			
Other Liabilities, Noncurrent	\$ 322,299		\$ 388,072
Accrual for Environmental Loss Contingencies	\$ 3,445		\$ 5,034
Environmental Loss Contingency, Statement of Financial Position [Extensible Enumeration]	Other Liabilities, Noncurrent		Other Liabilities, Noncurrent
Facility in Simpsonville, South Carolina [Member]			
Accrual for Environmental Loss Contingencies	\$ 1,055	\$ 2,301	

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Note 14 - Commitments and Contingencies - Asbestos Related Lawsuits and Claims (Details) - Asbestos Related Lawsuits and Claims [Member] Pure in Thousands, \$ in Thousands	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
	USD (\$)	USD (\$)	USD (\$)
Lawsuits and claims settled	9	9	7
Settlement amounts	\$ 1,208	\$ 4,200	\$ 296
Insurance payments received or expected to be received	\$ 844	\$ 2,379	\$ 195

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Note 15 - Segments (Details Textual)	12 Months Ended Nov. 30, 2024

[Number of Reportable Segments](#) 3

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Note 15 - Segments - Reportable Operating Segment Financial Information (Details) - USD (\$) \$ in Thousands	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Revenue	\$ 3,568,736	\$ 3,510,934	\$ 3,749,183
Segment operating income	348,220	355,137	322,718
Depreciation and amortization	174,710	159,840	146,976
Assets	[1] 4,933,244	4,723,575	
Capital expenditures	139,238	119,137	
Segment Reporting, Reconciling Item, Corporate Nonsegment [Member]			
Revenue	0	0	0
Segment operating income	[2] (57,535)	(53,258)	(34,930)
Depreciation and amortization	[2] 4,137	1,384	582
Assets	[1] 549,140	444,442	
Capital expenditures	33,740	31,776	
Hygiene, Health, and Consumable Adhesives [Member] Operating Segments [Member]			
Revenue	1,546,351	1,601,487	1,695,934
Segment operating income	187,413	215,088	165,786
Depreciation and amortization	53,359	53,398	46,374
Assets	[1] 1,610,902	1,661,122	
Capital expenditures	87,945	67,933	
Engineering Adhesives [Member] Operating Segments [Member]			
Revenue	1,459,137	1,428,744	1,532,639
Segment operating income	193,038	187,346	168,873
Depreciation and amortization	73,041	63,143	58,307
Assets	[1] 1,687,391	1,627,715	
Capital expenditures	11,071	14,888	
Construction Adhesives [Member] Operating Segments [Member]			
Revenue	563,248	480,703	520,610
Segment operating income	25,304	5,961	22,989
Depreciation and amortization	44,173	41,915	41,713
Assets	[1] 1,085,811	990,296	
Capital expenditures	6,482	4,540	
Total Segment [Member]			
Segment operating income	\$ 405,755	\$ 408,395	\$ 357,648

- [1] Segment assets include primarily inventory, accounts receivable, property, plant and equipment, goodwill, intangible assets and other miscellaneous assets. Corporate assets include primarily corporate property, plant and equipment, deferred tax assets, certain investments and other assets.
- [2] Consistent with our internal management reporting, Corporate Unallocated amounts in the tables above include charges that are not allocated to the Company’s reportable segments.

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Note 15 - Segments - Reconciliation of Segment Operating Income to Income From Continuing Operations Before Income Taxes and Income From Equity Method Investments (Details) - USD (\$) \$ in Thousands	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Segment operating income	\$ 348,220	\$ 355,137	\$ 322,718
Other (expense) income, net	(37,115)	9,682	12,952
Interest expense	(133,124)	(134,602)	(91,521)
Interest income	4,682	3,943	7,779
Income from continuing operations before income taxes and income from equity method investments	\$ 182,663	\$ 234,160	\$ 251,928

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Note 15 - Segments - Financial Information About Geographic	12 Months Ended

Areas (Details) - USD (\$)	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
\$ in Thousands			
Revenue	\$ 3,568,736	\$ 3,510,934	\$ 3,749,183
Property, plant and equipment, net	881,927	824,655	733,667
UNITED STATES			
Revenue	1,623,854	1,551,846	1,692,903
Property, plant and equipment, net	472,084	425,765	375,353
CHINA			
Revenue	438,512	430,948	462,587
Property, plant and equipment, net	109,665	110,061	101,563
GERMANY			
Revenue	362,919	393,029	419,141
Property, plant and equipment, net	98,233	114,266	107,903
Countries with More Than 10 Percent of Total [Member]			
Revenue	2,425,285	2,375,823	2,574,631
All Other Countries With Less than 10 Percent of Total [Member]			
Revenue	1,143,451	1,135,111	1,174,552
Property, plant and equipment, net	\$ 201,945	\$ 174,563	\$ 148,848

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Note 15 - Segments - Disaggregated Revenue Information (Details) - USD (\$) \$ in Thousands	12 Months Ended		
	Nov. 30, 2024	Dec. 02, 2023	Dec. 03, 2022
Revenue	\$ 3,568,736	\$ 3,510,934	\$ 3,749,183
Segment Reporting, Reconciling Item, Corporate Nonsegment [Member]			
Revenue	0	0	0
Americas [Member]			
Revenue	1,913,769	1,860,292	2,045,614
Americas [Member] Segment Reporting, Reconciling Item, Corporate Nonsegment [Member]			
Revenue	0	0	0
EIMEA [Member]			
Revenue	1,024,478	1,022,462	1,028,645
EIMEA [Member] Segment Reporting, Reconciling Item, Corporate Nonsegment [Member]			
Revenue	0	0	0
Asia Pacific [Member]			
Revenue	630,489	628,180	674,924
Asia Pacific [Member] Segment Reporting, Reconciling Item, Corporate Nonsegment [Member]			
Revenue	0	0	0
Hygiene, Health, and Consumable Adhesives [Member] Operating Segments [Member]			
Revenue	1,546,351	1,601,487	1,695,934
Hygiene, Health, and Consumable Adhesives [Member] Americas [Member] Operating Segments [Member]			
Revenue	882,614	919,024	1,003,179
Hygiene, Health, and Consumable Adhesives [Member] EIMEA [Member] Operating Segments [Member]			
Revenue	455,751	476,397	471,299
Hygiene, Health, and Consumable Adhesives [Member] Asia Pacific [Member] Operating Segments [Member]			
Revenue	207,986	206,066	221,456
Engineering Adhesives [Member] Operating Segments [Member]			
Revenue	1,459,137	1,428,744	1,532,639
Engineering Adhesives [Member] Americas [Member] Operating Segments [Member]			
Revenue	617,171	577,751	630,484
Engineering Adhesives [Member] EIMEA [Member] Operating Segments [Member]			
Revenue	451,174	460,327	478,573
Engineering Adhesives [Member] Asia Pacific [Member] Operating Segments [Member]			
Revenue	390,792	390,666	423,582
Construction Adhesives [Member] Operating Segments [Member]			
Revenue	563,248	480,703	520,610
Construction Adhesives [Member] Americas [Member] Operating Segments [Member]			
Revenue	413,984	363,517	411,951
Construction Adhesives [Member] EIMEA [Member] Operating Segments [Member]			
Revenue	117,553	85,738	78,773
Construction Adhesives [Member] Asia Pacific [Member] Operating Segments [Member]			
Revenue	\$ 31,711	\$ 31,448	\$ 29,886

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Note 16 - Subsequent Events (Details Textual) - Subsequent Event [Member] € in Thousands, \$ in Thousands	Jan. 15, 2025		Dec. 02, 2024	
	USD (\$)	EUR (€)	USD (\$)	EUR (€)
Medifill Limited [Member]				
Payments to Acquire Businesses, Gross			\$ 51,252	€ 49,919
GEM [Member]				
Payments to Acquire Businesses, Gross	\$ 147,886	€ 144,041		

EXCEL 127 Financial Report.xlsx IDEA: XBRL DOCUMENT begin 644 Financial Report.xlsx M4\$L#!#0 ('='-\\UH'04UB@0 + \$ 0 9&Jc4')O<'.O87!P+GAM M;\$V./0L',1!\$ _!QO;=!P4)B0-!2L+ (>/>QLOD&1#LD)^OCGI'CVX>;QA&WPIG M*N*I#BV&5'_C(I(/ !47BK9.7:=N')=HI6-Y #OGDK7A.YN]Q<&4GPZ4A!0W _J=0U[R;UEA_6#MI7E!+ P04 M " !W?#=:0'KV ^X K @ \$0 &108U!R;W!S+V-O&ULS9+! M:L,P#(9?9?B>*''H&";U!:.G#@8K;.QF;+4UBOUC:R1]^R5>FS*Y!J]C1TNJ/ MGT^M#D+W\$9Jc'S'2Q70WNLXGH<.:G8B" \$CZA\$ZE,1@M(? MZHC J^H>') (RBA3,P"(L!''9;HX6,J*B%[S1^SYQB[#C ;LT*&G!'59 Y/S MQ^>NQ9N@!E&&WZ+J!9B+GZ)S9W@%V28!)+.AB&GW4M>M[^ MD?:(IU)"CH'7+/KY.=F[C?;LDKOB]JNN#- GE\$=B60G^#Z[O"]I.;O>V/(J MQ)970=G'K'N07U!+ P04 " !W?#=:F5R<(Q & "<)P \$P 'AL+W1H M96UE+W1H96UE,2YX;6SM6EMSVC@4?N^OT'AGJFT+QC;!MK03621A'^_1S80RY8-[9]-N!S^!Y%1^?H.'GS[BYBZ:(E)/X M8-DOV];[MR >X%#BVR]^+ M41B1%G!@M MNN01.+5)#3(3/PB=AJA4!P"!DQEJ&&^+3&K!'@#WVWQ@C(WXV[IJZMOFCU7 MH5A)VH3X\$#8:SIQSYG/L/L!4;1J6W*.'7614!EQC?.*HU+,76>J7 \V< M/I/T3\$LV4^P9!AI@S M&L%&KQMUAVC2/K^!F<0HACA^FNVB<5@\$. 9Y>PTG!Z(+>9OVX?H;5,VPLCO='U!=\$Y [FIS _!C0' MHY19';V\$5FJ2]H,@H9%;D>/N5Z> HWEL;4*Z'^>P' T=HWPJ]OX@L Y M?RY]SZ7ON?0]H=*W-R-J9[3BUO>1FY;Q/NN;=K7-'XH8U=RSTS0LS0[=R2^JVE+ZU)CA* M]+', <\$X>RPP[9SR2';9WH!TU^ _9=NOIC13!3ET.X&D*^ VVZG=PZ;.Z8D;D* MTU*0;VYZ<5X&N(YV02Y?9A7;>?8T=[Y%1L*/O)/8=QXCRHB^NH8;8S;-# MAWE[7YAGE<90- !1M;*PD+&:W8+&72P4X&1@+;.'@Z]1 O)256 Q6(8#*Y"B M2\$R,1>APYY=<7^/1DN;IF6U;J]I=QEM(E(YPF8\$V>KRMVEL<%5'<J56 *P MOFHM]5.S Y9KF4Q9Z;RWRT,"2Q;B%D2XDU= [=7GFYRN-BJ)^!I=W MP6#R 7#]1P E.^=?%]U#KG[VW>/Z;I,[2\$R<><41 71% B.5' 86%S+D4.Z2 MD 83 >LX=SFWJXPD6L UC6'ODRWSEPVSK> U[F M\$RQ#I^!]? 8]*@!&K8KZZKT Y)9PIM^OQ@2";.://;]=X Q^U*M:160K\$3]+ M1WP?D9C9C%OT-%%&*MIK&MQMHQ#F 6/.,H68XWX=%FAHSU8NL_8T*;T'5 M0.4 VJ0-:/8-!R1!5XQF;8VH^1.'CS< N_-L-&+&CN'MB[!4\$]L#!#0 (M'^-\\UJQZ1YI@< \$!R 8 >2PO=VJRW-H965T&UL MM90 ;JHX&.; %8N;IU42KX ;;<6B=)RX!8Z5-I-O>E^ _O M30@/J9PW1#+[824A]T/RP7;>Q\$S'G+UP!TO&)&D- #*Z;.'VE7'WN="JGR0(: M7?;5'^&=)RX*F%3+&K12C#JID6!W\$;H,J]]]>VIN?IOID8G/-8^E[(9H)\$ M<1!0V7;)?YRT3);VQVWWF(IDQV=P?F*+MBL1[CU\$.Z])W _4KRRZH ME^@YW(_2 \G+YMB>W2).\$D>9.5P!H\$7;O[2UPS\$3H%M5!1868'UKL#L5A38 M68']O]!74=#-"KHIFY]+ >JZ M4"<'5J)R)X6N49!BZY#J4GGPCDW#3GI+O!4WNYU? DTX< S\$SL2[BXIZCB9].5& MVJ]0-BWRG8=R&8&NR]JRR0 ?.;S]9-WNREQ;J-./7Q(OVCHAE6%W%"8WPVK]I M>\$S,D]2[IRB _JBF/H=PP59];NAH[1V^G>G8=^EW>OZ=P%)E(D3 _JI!O)+MJ MR620^'RMJ.,N6C *1\$RL660P0^S;WQ1X=(1=J5)K(2RFZ[L8N]#K.&.*@; @ M/@!UV2OYQMY4!'E(_EGGJGJ4Q4PM+8I,_SUB)6"]%AO^V"W;.%%@ P.X0T- MF H7KC.^GTZO;E7M-H?U,A MPLN.,M#E5H:T8W[- 2 -PS"&-G7+5EQO)2U<2(I8;.CC98UI:5(KT[(*6M9^ MM+&Q^'AO<:Z1R)U]Y7&!QN0T]97%4[?1-WO3F<\$KQ5Y]=-'VAHN5NDD+K& MR YAZ,W""T9M[62]QYS-R\$P>/3^A1U;EYLVV<6D;F\$[DFX"]>052^A,1=??7%U; ?* %J?>ZU,H "WMOXOX M WA'7G\$A:[J/7G.)I(CK0^7[+&CL _JGJHG2Q>+&%C>D=POF;A?4W<,>=>T1NZ M+JA!'1JL7])W- ^!&J[VQPN:5J&07YYO@ _G_J7C%SRV&=K^EPE3:VAO)=F681 M^T\$+VH4>ST3D// M-\$SE+&W6^**%+K0ROB! 6I(S03OC4C%:SP@7Z/34DKVIC6(="5:0%"S?X=YX\$TN?B&E)]>OR3S)D3 M^VAE2F2XTH@ _3B8N>3.Q%9446U/(9^6 >5W#4&B%TJ94Y%A^PMT A"W7 M^QD A8LIDH2@X:Q:HFIM7ZU(K4RO,O[67^9^>DHG;-I)DW] +^?;! \$WG@]J] MUT^DL^ _J;JBL R=H%2ON(_IKH%:DT)NM3*(N48. U>&&^!.;+=E=#[JVU>N? MVD;W]+RS50\$IPH"]5Q@H3T].EQ3.B R)0QN89+;EMW 2 M.RT\$O;.QRS2@5TD AOW[J]NQORJ:UY1? BS"2Y",5-E (X AQCN=21 M 8" M76IE:\$.4@L"[OH663#XF8[P27,WDOQ>&C*ZX[T5]-V(N*1*:N-N(^.P)2HWC\$QA&Q>W!YL-R5?IBOQ^+B4/ MTI=+1ETFD@/@ 2?.Y78C^8#5R"# P%02P,\$% @ =WPW6L?Y9/,I0 MO!4 !@ !X;]JW;W)K@QY= M7VEY+^O/=>!/;XX&NR/^CR MP6*U/+(JO^7ZV _&+A+M%FR5,.IZK1.1(MWU[!V^VI JH%+^E _!U/N2I0(M(7Z4_Q CZYE3EHBG?^O+% PN][F:5IF@G+&)+ VF^6@?W CIG?5 <1<4 M7XOT>O+KP 4LG*&8[UB1Z] B _@_O@+PRWU-DJOI%JXW6F:%MH;3(FH H09;D M]94]-JH1^#&2!! H@9X(X\$T^);C7 /0+>DRSU5**>R1+&60K M U25644#2!^7(7ZK);Q(\$ZOUB)7(DUBIGF;C5H\$VW38 MB:A[KMM8=(\$;X9^VNC,*MZ5P)RG60NFR3RF6^XH1<9'(8A M<6A@D-B\$0>BYH6M^5H4;Q+&E;RF40DA&+889)E):LG(P1?X#51=&G; MRQ_6;H^IYF4!WOT,+AN6A <:>@3>417Y(#+:A")/(W:RL^4+&)]D^YIK#;*P?6)D& M\$OXA,*68&(-?;=6YOF.'6^01]LA(&T4M2? 0TDJ]J^!M(-BP.ZCFJ5]\$(Y<: M-\$1\$ 0C8PD[W2 _J _AZE8[*3^TA=4LR8NRMXFZW\$2B^XX>#3>(+&-^F A M+8=W-3/ M:S R[,08#YK+HJ+FK+J]Q#S?J]T;8JN!?

[illegible]

UUYEPI:RXI>Q3|141KDTQ6P#T0C|=H2M|J1C2 M9WALP#P.1|.03.IJ~W26KOF?=<K'ZS01|0+<HYNM M+<_JPAJSA'S'D2'RE S/+29+1|{A|GJW*Q|.HP>G'PKD+<+<QLG#7-Z5R#=# M+<+<7.~*5Z(PH;V)DKS|J1D2 @M*O7BTHC23N/H+<+<T'Z|<I1.BE2?12Q' MJL@LQ7Z+4&#<-<KQ9J|,T91*IE~|Q48C[W4]J3AUOW|I;WUJ|VOBL.%IA> M+<RMUN?O^R)RDJA>.,I0+>_P74>A3%|
|0NTS5ZL3AW5 |8/4"AISEI'6|<J'<J-~% 9% S2<~|'V M=67I+Z#0#Y'>LE=Z'F789094?&I&VBT8EFV<|<J|, %LM5I|A8X4N12PPOCY M<#1, 'K7B'7J3/*< (2Q)426E5 W|0@Y:P+<?<#7V@VZK5=U|S5J|16AWF~ MYEGY|P76955-E 5+G+QKJPKXFA4L M1~<7-E BYIGS@Y=U#Y#1<9A|?<~>L|?P'W+T6|D|J2D :JSSVN.?RD|< L+R5&H K%MA'Q#V3Z M|U|+P04 ~|?W?>#2.5BL (# #+<@< 'A L+W=O@<M|U(K58 N7W8,|>~|{S|ZC, GAYKI=UE; ~|JGPX M= 6&; <#&9LL~< RMC:<Q&M~NAVUH655J2U1+TFFP6E+W%&A?Q|<?<Y&WZC MHPR77U+6P3|>L-SJZ R~|U|Y D>N>P|?Q1L5KOF?>Q9O18C<HVS2R9NVD761Y M=+F&|U?>T\$~"OPA>>>..UA28+< (WY<C. 59>|JCSBDL?<1'<O&B&E|...? M6|0&10%7YWCZC=IW9~L<G|?HVS L3M16=H(7R19Y4+~5L:~E% X|XJ|1P|S|4L~V5XABW~W#74K4~24FBMK~F2~M~M~"E"~< VC1.ZA'4>VJQ?Z'G'W?&, ^74IT LO&UWUBIUWU?>8NAAYO|,EA MN<<|<O&R|<~.~O|@M~I-X>J' M?F<~|S|S<~.~O!W4@M=2'J'HW@O/R#1 DG +5YR&"T5S[K.BY.L>JL'Q?>#> MXN>?< 1|U?>+<@|<@<A+Z-BM 5X|J|<|<14C'|>J|>=Z4I&7&.9 OK.CYZN ME2F GV~R~NOM91CG JV~%<Q1P-LB2;Y&S!<DZ.WHS&F72N|18&I.OFO6 M;.&H\$#11H70#< (Q#Z& V3&=Z8)~|?IF-YDRG4SBC+DGOV~BLB<~<F; SHYK@~ M7ON&N<.<@&@+17|<HJM W4&K<~&S|JT;@S911D@:~P%|TWS\$8V2F643 G E|< M'<O'X'ZW.;@FC|B817>PWHVC/R.X4U9HL@MQ5|L~#1#8~IAF-HV560PTS~(MP0)= 'SU=4WQ.E?<|<SFG8A|<M%<H-9 WQBUZ444F643..B8|@>.>.%RE"?% M=\$|J.IGF|X|?V\$|~*F< D19XBMM8Z4YC14|J..M1| AXQJ; MCC5US.N2G1=4VC@M~.VJ; 22,70<5~%P%Q|02|>2STG?K%N|X|MSGH'1@<M%<A&?<7&~<W; M6>~< P>|J4CMKH|Y5F?>|?<82C5KQ'K|B8KN6U|PW;CS3.~*TQC.T\$S\$Y0.3 M|ML@<@<NSP5~|OPD|>7.07J02P.\$% @<=WVW6M67WCG8@< QX ID M |X;|JW;W|K&L55EM;JLX\$OXKA*8.(#2B|2I MEVX;(SFWNP24J9W~<#P'V2 CG6515~BD~?<W5.D|,NIDZ.WV.6B:5|J X M|PS|J.&J|~E9:6 9U737~BJG~VLSDY.N6.EUWCTU&JW@S="TZY|SBMKTZ MZ3:MSDNW.V?< B#>3|J9YU3'C ML~!Q|J9>G|R>GS677ZE+|7Y>#W5B|N344I9K7735:9AK5Z~F)W09~>2YKL M ZKT33<9,SK)PIC/<~<?<#?<+22%<Z1?2A|R7:WVAZYH\$08T0O86I.~>7W?BY*FQ M8MM9L~X7X0-UU7&6 KW6PWI1+M&Z50+0A|<~227G|<?<Y|YB2|AC0.N M|J&XUE~L.L 0?<FT-FPQ?XN1A+11+S|I~7N@<7.P1+ M|JMK30|2J|W@<J~FR|W?<PBL?< DGYZ5185.6+/51.L9=55J2FV|: P3 FKS9 M+6V\$ |Y=(Z'~<+X~<@<5EB|J~L?<Z&XU?<J|FABY2=VX~|>..P|) MYSCGOHC~<~< N470:01%<Z|JX9>~<0R|WPBR\$>H+6 />L+F(E 49TK~L@B&O~F=S|G63J4L~JLNHWI|H4S?<?<DGL/5M8.L0&K79?N M~AT5LEI. &S&V.P8 |J;E6|J4~91&S?<~<~<#C.X50905P72M1.LH4+&B01K3.J2|~#P12|<@ UNW0Y|N86/3S?< Z|S \$B#HJ2EXWUS\$2.OH \$S. 2M.; "S'D~8|<1% M.W8".~<0&Y%W28.D2|TFJ3N?|<(<|J M\$6D'W|J+12MKO|0|99&3&..<4&H|?<K|?~+~+Y5TR&P~5L2|?<1?<9|S MBWWE?VU7>[~*]>~< RQ2|92?<7&~.~?|0BE>~T| EL#~P| M~*XTLF=9RF.E\$S3~<+H+<Q J~|KB'4M3~<@Y|: 1J8CQ~PZ W+V&SLJX~M4JX.W.3+3.W#52HJZ7&4|<S~"P0U|Y1+=XTBRT|< O:6K;5=F=|?<CJO>@<F0V~E'C|QJ|7QX|B~14I&LZ @<SY 5 #<0'8&I Y|B|<Y; EY M\$#<1'PCB\$; L QZVVE9MGPEV&|V6N>~<#7&@DAC+HT~#N|J2A|B16~*U1@7% M6BJ5CLWR>@<N;WF (<?<2E|UINS|HPC2X.JR8|74~<|?<?<@<4~<10 MF; <?<2E|8|2@<..@<I A47|0.D4J~X|J&I&@<.<|9|0L|<?<W|B+YHLS. &VWV M~<?<Q68F.~<Y.~<AN|Z1F|<6=HXU|<GW@9DAA~<M|8 /S/O~<A7\$B1L?>+ M3(E 'SR1563ZP4L|Q~L4+6J9|4|>N~.:F~E~.294)~<SVCJ|@KADF\$< M1U+V~|E4 SN~|Q9|U>=7&J|>N~K|>~<~<6S0?<R%K4TGQMF|J|9|AV0H@M&~ M~^Y.110 Y5|J~.6~?<|XHF&9PYF4RA.E. LOUV5RZ3|P8~E9J.KD|>10 MD F|1+~|C3&8&|&AAJ#J?<~<I5%<P|<I3 IK1~|CN|Q1OW 7M~?<V%N|J.45~ M6Y2/9B\$H#E(OZ'~<=6~J| C|P|A| 29\$|01.8;|0|J D +JCEID>R&E@NEI M|PDV|5#P I80D|8MJK3/ KY35L59~(L~<+~<AWM~NEGUV6~M (2|K6 9K|U5D|56~RZ.AV|J2=4A.ZJFL.M6M2WD.E2A~"FH<~<P C|S\$W\$ZE MZ.4J;Z~|29.~<K. &U4.5 M&Q2P1?>B'~<8U&O~B~4>8F5~5?JZS4?Z3|J0NR&Z.Y9|E|J~"X|J2U2N M|J|4~U1A6|I'R|UD|<O=234~6~J;UH760~8D|< <H?<T'4B UX ~VD&|<D0 FB7~5%4.NW&S~\$V M~<8U&O~B~4>8F5~5?JZS4?Z3|J0NR&Z.Y9|E|J~"X|J2U2N M|J|4~U1A6|I'R|UD|<O=234~6~J;UH760~8D|< @<130@<34QZ|<B|AR7G0~2004Q\$8RKYWU+U M24|P2J~LZ&S?C0~"L|Q~|7B?>0~<E|< E9|0>N4A~\$K~@<|<Y0|<?<E~<Q~<U~C M|<@A9|1%<K~@<J|82J3Q|R2H|J|<S. C~F0A&E~2|>0>..*3|E+J2= (S1HS&Z|<J|Y.AJ55 ~|<M&4~B+Q|BIHRE|I~<W+D+N9QOQ~X' J|(TCTI~<=F&D.W MPL=9CNR10~E>01+<RG=TYOZC SBC-/5B|UGBN08GA~<J~<UO~E3M~<M3;=B32~<2~TX|~|D|S3JW|WGP;R&9|A|EMU|V6X|<?<0~9T.POGQ>~*R%<~<5 M49Y1>+4~<7~3QC|~?<?<5~<V5W5XV|0>5~<F~<4OY+ON~70(8H=50~<DDE~M. M|S@<

(/C4F4&LATX>TPI.W#91=77D1J2&0J.9U-FB@>-75G6?RIJ?A^GVK&NG MRF)=O- UOH*#KNFX+*X)OJ>R>V5TTF9XM3?1IJD7H7H5F-JCAIK/DIG7<18 M.Z98N1^*8)&Z) (BL/U0GIAOU@U>+L+V+D= N+F+HGSZ9Y@I^ N0R2YX^GB MWK 2JLG21^D0:XR:GI GJE12,I7J1914>#SQNXX:/QS 1J2E=IHV1+ G1M^&5P-0 PKC&47LJ01>#28640^522/LJ.PC/HE@SWBWO^V M ^N^Y^C/EJ6/P^G^H8>=&=(SE1)+^U/A 4JOCC 1J -E2 >+JL ZSKP1L^G5R M-D^&O*(83S)ECI^#F(PA?&1 O6:I-M^>ZRV@>D) MKB.KB^ENWJ>@J90.PIXINMCO5IT N6XHDV= 1/UJ.5S@(+GXDR>V176C)I2** M_3:=VN^K8.0A>=>[4L AY3Y8^*KL^,@@YZJV23HJ7W2Z@&38DLNHL5Q3 MCD.VJ+H^KB.3FYBPQU? E.PJ^IDQ51.5+IC@).J^K<+CN29=IMSAZ\$S8.ZIK M<^BZ1:7601I^NY@Iv5SH6:O\$JF2TBRXG6.N^016G1.@3.HJ3JK&NZ\$7 M3J>J^4W3K8D@.#J5J.G.CNNA^%CF<+@)AXKJ&5R^IOUNIHCOZY4IWOXKFC6 MLPE5@J^S.O'P+HTZS^1ZS<=(IJKWY^X8IN3&^F^XZ@=E1ZIV-.1\$J@.0)DIODL& M=@:M=@I170FLKIU2ZJSIL3@EK>I@PSIOI=WW9.M5?J+M^PDGG:#=>LZ?P0=I@J.5@S=&#1WP@00PTGGD=CW7&2A%G^I3:Z9@&M^J1F2>J1AI@P16?J1^*HJ^D^ M&1U2WFRU7^"U^J1M.7#^#C61TX9.D2^>IR5.Z&M2Y139HKCII YTL Y3^KC>2K^CF86@.I7S%BSI>I4PIV/B7H.E&:SL>I5P-DD.M8*JB-/H3XMQ2+QJ^>MXXN(HJLE3I3B2L.I2<B<*.6"

^GVA?D^I1+U:3& M-WL&W9K0><3\$GTVKMHPD>@>N^K).LD.H.1%Y).TYOOM.NOX#DQ<C<9.KUI3S MA^F^CRP +SZE: A(M/Q644ZV+J&SDU&8.8OL^7\$5W(^*Q1<I+Z:1)@RPEX MOI NR6\$S1 X32-Y8.(I7HJ1N1GRCRYB<1+^C5G271&8H) IL9 = (U& XIE473\$=%\$%I@N2W04S1^H10 (I=I1UH2C 5.H H&7E 9>@PO M=VIR.W.H965TSBS:- ^IK&I.#.JK72C&K.BZ^M^M@>^7CJ)WJY^@MGOP2=IL+^#TXN3C.MRAMUCQ>R7I<<6=R>CEE+ZJNET.42KUN>SU1V95SK><&26MUUDVMI/GJR 4XW MPOSF4I&4H5EC1^+M55ZIJ2^&^@00.1NW).I4J1.8=OIODIZY.I567 M=G.C^RV>B5O95.3N?M5?^XDI^IP5<> XLZMOC9^9*K.FGH0A@6U.MO >3 \$ M82^0^I1(AI^-R:IC=C^ I+^BJ6W/F65D.7?^K+ WC=S=JN:8MWKF(V8L)MOBH11)80&^4ARO6=ZKINS80>C>M^D&9>3 B GB 4OYO&:CKOMB5^5C1 M^8P+0MWEEV&+VKI&X7(OI8? IA (^.:078GW1^YVVPACQ3C>R^LLO+65 M5@01^#3UE17VFEW342GZ\$5^J1JMG&3 ^4Q G%XR-IV&XDI12)A MWNBNJ\$S7MTK1^I.ZM^>H^R.L7W.ZRR=6=OZ1=YE>=2\$TMSK=6J1N.M32V47VIV^#ZJ6=F/HS:WJ+>.LT(^C^V\$XDNCK2=1#M.O).9QZOEI+^%A.DBI M.M.SMOD49>0%N3B@VF.0RRN^R1^>J^>S.6IK>05%(^#S2A16N1E.8+T89YJ25J1B+I3DNLJ)^%I)R3V MDI153GGG9J4K^I1.HUWZDO1.L^A81NSCD>@RN)^*3ZHP1^*2V96Q@>^MUKXY M=1KW^Z1.896@=(M29J>.SN1^XE^XIS^A^GM&N1(I)LH.0U707@BENI=&@ M?I.G:8ATV(>^>1N .JR (9)^\$#FH.I&E/16EPIX.I56VG.PI>^*82^&^?DB M1(S240^L.5%G4I PR@D."1)^ID<<7YIKXJ>0P/I^I^<^Y5^XZ^A0 VKBJW M1.KT!4VI^*@:DP8R+IXCFU8:@?%5#MB0.S-5&-C? DB>B55> TRPI1^7RF M^ \$Y RZ^T@BRIJ^H3LFVJ1^E^H6/7A+Y&R+J19T^5H6E6S@I+HIN47W.A9 MYZ.8KM^S^@SKP9.1BSB(\$6+=1.2OTE X^IXCLA=1(&-&1IG^A^SDHY^4\$E MX@>I^:XWOEVB.BG940>J^R273MCL5X=IC.IDVJIMZ>POD]5^1J1CX6VQ&1.61 MVIO ^*##8B AQO^VVE7E0E:EQ60R12&2V6I69VE1 IU@MJI^PI6OYMB40G M2)2+XEMSF#%>IBLH.D^>..&P8O&PMB&HDVIT^H.#.L1JLIR@/A92 MCP.IJVE.51^72O^N^M^HFK^W@VOE.ZU=4679^C 280P5@. ^8L^ # 587! MLON%45H^#: (LMO&+ER@H51^31-U9V.SA@B&J8&I^W5UXU1^I=0=P.IT^M^J9X^I1(NAZI.81JH.FNVCC^S18:PLIA0 9-6S)H^#^ONZ=1=8 M^F^MVL^?24>24YVJ0I6@I18)8P.4^>07J5:~C^*K<I@I1+I.SXRIS^&I.MA2A3IBGJ4.W=TT6A BASI8%?@TZAC&J650HOE1^?F M^:IHKR#=@.4JK6AH ^*^HXTL M5I7^5.XVQXIB3^I<I8I.(I1)U-&KKOM=J3TU3 8P7K^BJD.I)^<<0AJU&+9^ M10%WGI1^L8^UJ1="9:2I4JA 30% QI^C^ZV5VAF) M+J@9EJZIK:CTZDT51=NIF9G^*ZR@5f0+2JD>3I170Z-0^I)IPVK 15:X1 MA88^7IP4DMR=XX:- VLO^PSSPT^XGX59JLHM.E HPB>P<5@0.8J:2&E& M=I<=+YMIN&T^SA\$?^J4 ^UTPFIJO /N&LV1O:<.>66T1<=1J0GBXX^*X4 MZ^?>:SF3X^G8J@YCX)^8VJDZ^00.30H.^H=" IIC-MKIRNP^MM^*IX P&I MA:IVH@AL^>H^X^ C 6= R5/8V 2U:DD.SYDI.I00T& MXNA^I6^QV&V&4PCV@OCDCZU09@LI=LHEB@GAOZ\$5/9R>1.L)O:IX2^V SFI MSYKCT ^CIG&OW+72 W^U1 EVH^9.5&H-47^113J1N^TIL+>7917E1K&3ULGSAM:ILV\$XKA1<+\$.#MEIBMT^I).F=4!7T:AV\$?:(FVN4BD2UIOQO^>^ YXZRK.I.FNY#8HDBC ^R MW^: ^GJZMN_%18^X^POCS\$K^>O>S?V+54I?>=NE&7N76E^AUBUY?2.25S M7E060A4^ 2IKJ3:=U>.>3.3VT5^FW4R=159:2.Y58=GG:2S^?BL^M M1WSTY5M9D^4S M.V.HY5U^UNE3JOI62 J&C^WZDH5OJ^E^MIJFEU2UK8?2MY^OY-&8G5 MBSJUI9GG6G1V^&HJNRJ1MNM256W.F.IEMO^M1Z7CSW\$F I(=U^J06BZ%J4W ME7>U^UH+IHIM&-0+J1OWW/BU?^N^#IU=BTFI.3>364TX.^I4X^7.58 M%IX V^!\$A OQ.4VTF1:%N^*1<=5%SPIV 36AJ+ZL^7D:I!@T<=0M9J!+2 MBUI.KO+I GK0KE%Q1^7QI< Q3>M^ I^X2HRT.9T5ZTSJ MV1E<==%B%+GY5^4^&A.@.8N@8=1+J^I^LHI>=7=12\$96&SFV&?7D MMH>JKR6GRIO1EW 4T06IZI!^P^4LX-B^DE\$2 MBMK? 8^*W0K@P^D>A0G3&J1WH^>^2^:D5@>I21M^3V1^G=C^FM^F F5^X^Q1<= M^M^*WII^<Z.Q9+<=I5.E2@1<0^IONAGDES4P>Q22H.O.I0071^*2C=2I=NM&G5.K9\$@1: MHP/FD:I JOWRKX^*^AF07.EO2+H^S3G3I(GD^VF:ZXRX60.^C^I^R\$>V^U^M^>72I^52+14UIA-G^#3:I.102EH44J [TXPS>C^HE67^7^N9XZ^I=^M.M.L++ M95575^E/I C18JXP2P>D^JP5J.N@+&03X34SY1J.8 /DGI@^RJO^&I^ MPEI(7E LMJ-H>^G@B/IDMW^C5E^H^Z^>OG =I^&RAE^H^V7@ =7Y^I^LARBJOY86<=>=7ZWH62U7TFS@V\$Z>>I. MC(^? ZFEBJ^OFEGYKWA^*:@.O:A6 MS.6% E91^*&GKNHX1YV=C%Q1V7WIBLN^ 58S>>*>=MO@V7PXJ.WM-KFIO)MIH ^P.IW^#7Y@2EZY+1W^TL^5E.T72>+^BTY L>V>2K.O&::~ E0840KS ^I^M4VP24931B^Q.U2=X8YAU^*&CJO.Y#@>AK54^ ^I9E\$^%^D1>U=0\$ CKK^ MP61^I18%OU59^*FKFYV@&E^7)WHR1013A.O.YRAR@>I@U+VVF9>U^I(GC=I)L MAZEXPOM>02X38=1.IHR>?^#XDJ I KC^?^=I@VJ^<>CT1>?J3^S61VAI.M.CL&W&6\$V:/&31/IK IY@EPGNZKOU^#S^D<I>1^@X417^%06 B.11 M3C:%I>I@C1/KJ^J9H ESJHK=602%1^#YNB^5.LSI.SISOKN=SZD^TGCC MUI=^QAFVJHJMI^C1.P%P^?=>EMKJZ^G%J.VP5+5+3DQ\$&COWP?%I2I1 MP7.YYSY9TV&I@XJL6R^H=8^TT?> ^01&U^NIQ15SPW.HS+=AHRFY M5N\$?>^DSVL6\$PS(I8^>J MJR58SZ+& ^3 M10%I0?>^#AM2+FH42I76I7^?ITZ M1^!+> R21KU/63@^DUF^R31J1PDGJ1^1..29HGD-W:~1/1GSZ D&LZ&I^M.#8^25UCV7P^4AQDN<+^JED8UJ.^ND I.Q1I13H&^VSD3IYU4O.IA5&4^X^M^K^EIOSTBIJ.^I^HYYSNO^TYEC^!4^KN^M^OQ^8^A^6X^>2T8^BBSX MJIH^QL7+G6.N2I1J1B#="N^G^Q7@UMI80I.@YEO:IDWS^N2IJO@Z[KOAVB^RM&I^?4^TLX\$S\$J1^G^OK^I@N3 I.PI02P.1M @= WPW6OC@=17I0 MAPI.ID IX:^I^W:WJK&ULG52::MLX\$T5PBV^MIEI8I^CQ\$T.^\$W:+=I@Z:7A14^T+8(B^*1DG9J7I]SHPNEM^\$3?M@BZ)F M#N<^PI.U1L32^9D^Y9&)M+GZIVV7>^%I9DP MA4YIUIH@N1+I7N5.IZIMK.S4.L1.BVPI\$Y+NW^F^C^S^N^@O6:CLUJFGC.Z.ML^I^N\$&^>BVVN:OT5J1^%\$.A&5YIWA4Q@1/I-14IIVG:4>3>.&W++ MA^21R^I. (I/8\$X+&QPK>I4N\$IKQHI.LM4<28W?>=H+ICW\$&7N23PQF325>+3 M1YJ32P2D^F7Y^OU7U^K.R.IV&2. 16ZHT4>IT1<I RFADER16NGO^NMD^ MUX63P^&4.T0L=WA8DUIO9R=6.6E)@I1C1.L^X&C\$134VZUQ:!*^?SLRG@O M^X5 C?>K\$6YU ML@O01 E.G.&R(MH+^56I^VX2.0T2.I<S:MDH&6^X1VDGO1^OE18Z5C3^M.U1ZQO6NX\$8/PU>3%2T8S0C86K^L1OHS\$51^X^K 8CJVJ>=U^GW71^2^I^BSJ\$VKD>P.#E4IP

POI?%S.M.2.MNX42I2(KQF 15BZ1^"WITW^X142U^?+KBA2^XE2X^R6X.M9G#=#6.L1=8 M2&6JDCS/(ADW8S%B^""Z2KVBI)QH^#YE.EIOP^+^V=A=8=SW MJ06H_U1.SV>G+X2^V\$F0BGIS:BJ=#&WIO\$1+Z0&46#.TI:(E# 3D9170^? M2XMAIF%=.I5FIL.4OIGKU7.I.A9&4GY8ROS8G3/F\$#&I4KD4\$Z^K.@ MMA5DSHJ(3D.L? I#P^854Q^?0^U\$O#K^I^>KPIJIKL(E^I^BJPI6@%IDS:6 M:(PG7K4^I^U>M&X\$C 2^JGX80GX2PST7^8. \$3J@>W.GIUSN^3NTM-M& E.M\$0839V9P^P^I7^15A_AUK I&IC7&#=#0) J4. =>7WBI&R^W^#18X>I\$P^43W1Y.S& W9?I7W2\$Y OSQGI= O^WP4IF-6HUWPNP>3^7I/JG.G.MO10&3^I.T3@6IUAIV.M:IC 83@9I>EBOJ1M.R16SRI6:IO+&2H&#&?GJF-C MOW2^B+&@D>Y^<E HEMKRL31^Q0?6P^E?R17&+XCPIT10E.E5I5B6Q0^SB5 MRSDE=94^E&#44+H0QV:KG N\$NIOQ^I^VI=I4P7\$A^O^NHY@6BR^Y M08IYN^9C:> 6.KCHVIO1LL^%<9R.3I94S:144% ^IHMCGEXFRLJ048XF5 M^3^#P^ZL&5=7126RJ<UN>IM75VSN35%14+&T@>SODL5^P^IGW MA^N^V?>6+P52M@>.&HY5X\$J>-&2PIX>^03^K^Q5I@O7O1.^@=02P.\$@>M=WPW6ONRTEU3^ K10.ID IX:^I^W:WJK&UL M^K\$AK:QNW\$OTKA^H4^I^:DI^QC9@.PU:(S:D^IUI4?0^M4MIF7^76Y(K6^WU M1RONY:V3>X^ Q8^>X^YW^S^ O5M9J1.520306IO.70\$%^SGYPTGFI^ND^M^JOIE.5I6 6I<8^>816:1094.9>P1IJ2NI^U<7 .S.75W8A=ASJL?G?M5 MTJUOE+&KRI^AH^MPKO=EH >CJXM&+M2#^KIW=PYWHU+H2M5>VUKX=3YI73.MYP^T^76OFM.T&S^S^I0C> %I># 1.FDC.H.#9&6I:90API.EAF JYV# M2PD12W+ INM+JEW^+^3UIJ7283R102125.DA2^HWG.V15 MUQX^74D>+^F^K) M^P+^EW7^ F8XK E^>#1^O8B1+ MF 1 ZG3PA.DL^8^8V6L5MO M4Q13^7V^ZNA^*5T\$87^N6AC>ZIBP^! 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Examples include taxes, interest, rent and utilities. Used to reflect the current portion of the liabilities (due within one year or within the normal operating cycle if longer)." } } }, "auth-ref": { "r125", "r11": "us-gaap:AccumulatedDefinedBenefitPlansAdjustmentAttributableToNoncontrollingInterestMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedDefinedBenefitPlansAdjustmentAttributableToNoncontrollingInterestMember", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information-components-of-accumulated-other-comprehensive-income-loss-details": { "lang": { "en-us": { "role": { "label": "Accumulated Defined Benefit Plans Adjustment Attributable to Noncontrolling Interest [Member]", "documentation": "Accumulated other comprehensive (income) loss related to defined benefit plans attributable to the noncontrolling interest." } } }, "auth-ref": { "r8", "r9", "r30", "r45", "r147", "r1170", "r1171", "r1172" } }, 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Excludes net income (loss), and accumulated changes in equity from transactions resulting from investments by owners and distributions to owners." } } }, "auth-ref": { "r6", "r30", "r45", "r753", "r756", "r826", "r918", "r919", "r1170", "r1171", "r1172", "r1181", "r1182", "r1183", "r1184" } }, "us-gaap:AccumulatedTranslationAdjustmentMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedTranslationAdjustmentMember", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information-components-of-accumulated-other-comprehensive-income-loss-details": { "lang": { "en-us": { "role": { "label": "Accumulated Foreign Currency Adjustment Attributable to Parent [Member]", "documentation": "Accumulated other comprehensive income (loss) resulting from foreign currency translation adjustments, foreign currency transactions designated and effective as economic hedges of a net investment in a foreign entity and intra-entity foreign currency transactions that are of a long-term investment nature, attributable to the parent." } } }, "auth-ref": { "r7", "r30", "r45", "r145", "r146", "r304", "r305", "r795", "r796", "r797", "r798", "r799", "r1170" } }, "us-gaap:AcquiredFiniteLivedIntangibleAssetsWeightedAverageUsefulLife": { "xbrltype": "durationItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AcquiredFiniteLivedIntangibleAssetsWeightedAverageUsefulLife", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-2-acquisitions-and-divestiture-details-textual": { "lang": { "en-us": { "role": { "label": "us-gaap:AcquiredFiniteLivedIntangibleAssetsWeightedAverageUsefulLife", "terseLabel": "Acquired Finite Lived

Intangible Assets. Weighted Average Useful Life (Year)": "documentation": "Weighted average amortization period of finite lived intangible assets acquired either individually or as part of a group of assets, in 'PnYnMnDnTnHnMnS' format, for example, 'P1Y5M13D' represents the reported fact of one year, five months, and thirteen days." } } } , "auth_ref": { "r431": "r1034" } } , "us_gaap_AdditionalCashFlowElementsAndSupplementalCashFlowInformationAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AdditionalCashFlowElementsAndSupplementalCashFlowInformationAbstract", "presentation": { "http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-cash-flows" } } , "lang": { "en-us": { "role": { "label": "Supplemental disclosure of cash flow information." } } } , "auth_ref": { } } , "us_gaap_AdditionalFinancialInformationDisclosureTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AdditionalFinancialInformationDisclosureTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information" } } , "en-us": { "role": { "label": "Additional Financial Information Disclosure [Text Block]" , "documentation": "The entire disclosures of supplemental information, including descriptions and amounts, related to the balance sheet, income statement, and/or cash flow statement." } } } , "auth_ref": { } } , "us_gaap_AdditionalPaidInCapital": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AdditionalPaidInCapital", "credit": "credit", "calculation": { "http://www.hbfuller.com/20241130/role/statement-consolidated-balance-sheets" } , "parentTag": "us-gaap:StockholdersEquity", "weight": 1.0 , "order": 0.0 } } , "presentation": { "http://www.hbfuller.com/20241130/role/statement-consolidated-balance-sheets" } , "lang": { "en-us": { "role": { "label": "Additional paid in capital" , "documentation": "Amount of excess of issue price over par or stated value of stock and from other transaction involving stock or stockholder. 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Cash equivalents include, but are not limited to, short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates."}}}, "auth-ref": {"r51", "r160", "r317"}}, "us-gaap-CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffect": {"xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffect", "crdr": "debit", "calculation": {"http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-cash-flows": {"parentTag": null, "weight": null, "order": null, "root": true}}, "presentation": {"http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-cash-flows"}], "lang": {"en-us": {"role": {"label": {"us-gaap-CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffect": {"totalLabel": "Net change in cash and cash equivalents", "documentation": "Amount of increase (decrease) in cash, cash equivalents, and cash and cash equivalents restricted to withdrawal or usage, including effect from exchange rate change. 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Cash equivalents include, but are not limited to, short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates."}}}, "auth-ref": {"r4", "r160"}}, "us-gaap-CashFlowHedgingMember": {"xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashFlowHedgingMember", "presentation": {"http://www.hbfuller.com/20241130/role/statement-note-12-financial-instruments-gains-losses-on-derivative-instruments-details"}], "lang": {"en-us": {"role": {"label": {"Cash Flow Hedging [Member]": {"documentation": "Hedge of the exposure to variability in the cash flows of a recognized asset or liability, or of a forecasted transaction, that is attributable to a particular risk."}}}, "auth-ref": {"r99"}}, "us-gaap-CashMember": {"xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashMember", "presentation": {"http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-asset-allocation-details", "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-fair-value-of-plan-assets-details"}], "lang": {"en-us": {"role": {"label": {"Cash [Member]": {"documentation": "Currency on hand as well as demand deposits with banks or financial institutions. Includes other kinds of accounts that have the general characteristics of demand deposits."}}}, "auth-ref": {"r276"}}, "ful-CashReceivedFromGovernmentGrant": {"xbrltype": "monetaryItemType", "nsuri": "http://www.hbfuller.com/20241130", "localname": "CashReceivedFromGovernmentGrant", "crdr": "debit", "calculation": {"http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-cash-flows": {"parentTag": "us-gaap-NetCashProvidedByUsedInInvestingActivities", "weight": 1.0, "order": 1.0}}, "presentation": {"http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-cash-flows"}], "lang": {"en-us": {"role": {"label": {"Cash received from government grant": {"documentation": "Cash inflow from an award granted by the government."}}}, "auth-ref": {}}, "us-gaap-CashSurrenderValueOfLifeInsurance": {"xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashSurrenderValueOfLifeInsurance", "crdr": "debit", "presentation": {"http://www.hbfuller.com/20241130/role/statement-note-1-nature-of-business-and-summary-of-significant-accounting-policies-details-textual"}], "lang": {"en-us": {"role": {"label": {"us-gaap-CashSurrenderValueOfLifeInsurance": {"terseLabel": "Cash Surrender Value of Life Insurance", "documentation": "Carrying amount as of the balance sheet date of amounts which could be received based on the terms of the insurance contract upon surrendering life policies owned by the entity."}}}, "auth-ref": {"r1166"}}, "ful-CertainAssetsOffTheSanglierGroupMember": {"xbrltype": "domainItemType", "nsuri":

"http://www.hbfuller.com/20241130/","localname":"CertainAssetsOfTheSanglerGroupMember","presentation":{"http://www.hbfuller.com/20241130/role/statement-note-2-acquisitions-and-divestiture"},"http://www.hbfuller.com/20241130/role/statement-note-2-acquisitions-and-divestiture-details-textual"},"lang":{"en-us":{"role":{"label":"Certain Assets of the Sanglier Group [Member]","documentation":"Represents certain assets of the Sanglier Group."}}},"auth-ref":{"}},"us-gaap-ChangesInProjectedBenefitObligationsFairValueOfPlanAssetsAndFundedStatusOfPlanTableTextBlock":{"xbrltype":"textBlockItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"ChangesInProjectedBenefitObligationsFairValueOfPlanAssetsAndFundedStatusOfPlanTableTextBlock","presentation":{"http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-tables"},"lang":{"en-us":{"role":{"label":"Changes in Projected Benefit Obligations, Fair Value of Plan Assets, and Funded Status of Plan [Table Text Block]","documentation":"Tabular disclosure of the change in the benefit obligation, fair value of plan assets, and funded status of pension plans or other employee benefit plans."}}},"auth-ref":{"r39"}"},"doj.CityAreaCode":{"xbrltype":"normalizedStringItemType","nsuri":"http://xbrl.sec.gov/doj/2024/","localname":"CityAreaCode","presentation":{"http://www.hbfuller.com/20241130/role/statement-document-and-entity-information"},"lang":{"en-us":{"role":{"label":"City Area Code","documentation":"Area code of city"}}},"auth-ref":{"}},"us-gaap-CommitmentsAndContingencies":{"xbrltype":"monetaryItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"CommitmentsAndContingencies","erdr":{"credit","presentation":{"http://www.hbfuller.com/20241130/role/statement-consolidated-balance-sheets"},"lang":{"en-us":{"role":{"label":"Commitments and contingencies (Note 14)","documentation":"Represents the caption on the face of the balance sheet to indicate that the entity has entered into (1) purchase or supply arrangements that will require expending a portion of its resources to meet the terms thereof, and (2) is exposed to potential losses or less frequently, gains, arising from (a) possible claims against a company's resources due to future performance under contract terms, and (b) possible losses or likely gains from uncertainties that will ultimately be resolved when one or more future events that are deemed likely to occur do occur or fail to occur."}}},"auth-ref":{"r131","r211","r881","r953"}}},"us-gaap-CommitmentsAndContingenciesDisclosureTextBlock":{"xbrltype":"textBlockItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"CommitmentsAndContingenciesDisclosureTextBlock","presentation":{"http://www.hbfuller.com/20241130/role/statement-note-14-commitments-and-contingencies"},"lang":{"en-us":{"role":{"label":"Commitments and Contingencies Disclosure [Text Block]","documentation":"The entire disclosure for commitments and contingencies."}}},"auth-ref":{"r177","r474","r475","r1021","r1220","r1241"}}},"us-gaap-CommitmentsAndContingenciesPolicyTextBlock":{"xbrltype":"textBlockItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"CommitmentsAndContingenciesPolicyTextBlock","presentation":{"http://www.hbfuller.com/20241130/role/statement-significant-accounting-policies"},"lang":{"en-us":{"role":{"label":"Commitments and Contingencies, Policy [Policy Text Block]","documentation":"Disclosure of accounting policy for commitments and contingencies, which may include policies for recognizing and measuring loss and gain contingencies."}}},"auth-ref":{"r71","r1022"}}},"us-gaap-CommonStockDividendsPerShareDeclared":{"xbrltype":"perShareItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"CommonStockDividendsPerShareDeclared","presentation":{"http://www.hbfuller.com/20241130/role/statement-note-8-stockholders-equity-details-textual"},"lang":{"en-us":{"role":{"label":"us-gaap-CommonStockDividendsPerShareDeclared"},"terseLabel":"Common Stock, Dividends, Per Share, Declared (in dollars per share)","documentation":"Aggregate dividends declared during the period for each share of common stock outstanding."}}},"auth-ref":{"r180"}}},"us-gaap-CommonStockMember":{"xbrltype":"domainItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"CommonStockMember","presentation":{"http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-total-equity"},"lang":{"en-us":{"role":{"label":"Common Stock [Member]","documentation":"Stock that is subordinate to all other stock of the issuer."}}},"auth-ref":{"r1118","r1119","r1120","r1122","r1123","r1124","r1127","r1181","r1184","r1187","r1188","r1189","r1194","r1445","r1448"}}},"us-gaap-CommonStockParOrStatedValuePerShare":{"xbrltype":"perShareItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"CommonStockParOrStatedValuePerShare","presentation":{"http://www.hbfuller.com/20241130/role/statement-consolidated-balance-sheets-parentheticals"},"http://www.hbfuller.com/20241130/role/statement-note-8-stockholders-equity-details-textual"},"lang":{"en-us":{"role":{"label":"Common stock, par value (in dollars per share)","terseLabel":"Common Stock, Par or Stated Value Per Share (in dollars per share)","documentation":"Face amount or stated value per share of common stock."}}},"auth-ref":{"r136}}},"us-gaap-CommonStockSharesAuthorized":{"xbrltype":"sharesItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"CommonStockSharesAuthorized","presentation":{"http://www.hbfuller.com/20241130/role/statement-consolidated-balance-sheets-parentheticals"},"http://www.hbfuller.com/20241130/role/statement-note-8-stockholders-equity-details-textual"},"lang":{"en-us":{"role":{"label":"Common stock, shares authorized (in shares)","terseLabel":"Common Stock, Shares Authorized (in shares)","documentation":"The maximum number of common shares permitted to be issued by an entity's charter and bylaws."}}},"auth-ref":{"r136","r954"}}},"us-gaap-CommonStockSharesIssued":{"xbrltype":"sharesItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"CommonStockSharesIssued","presentation":{"http://www.hbfuller.com/20241130/role/statement-note-8-stockholders-equity-details-textual"},"lang":{"en-us":{"role":{"label":"us-gaap-CommonStockSharesIssued"},"terseLabel":"Common Stock, Shares, Issued (in shares)","documentation":"Total number of common shares of an entity that have been sold or granted to shareholders (includes common shares that were issued, repurchased and remain in the treasury). These shares represent capital invested by the firm's shareholders and owners, and may be all or only a portion of the number of shares authorized. Shares issued include shares outstanding and shares held in the treasury."}}},"auth-ref":{"r136}}},"us-gaap-CommonStockSharesOutstanding":{"xbrltype":"sharesItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"CommonStockSharesOutstanding","presentation":{"http://www.hbfuller.com/20241130/role/statement-consolidated-balance-sheets-parentheticals"},"http://www.hbfuller.com/20241130/role/statement-note-8-stockholders-equity-common-stock-outstanding-details"},"lang":{"en-us":{"role":{"label":"Common stock, shares outstanding (in shares)","periodStartLabel":"Beginning balance (in shares)","periodEndLabel":"Ending balance (in shares)","documentation":"Number of shares of common stock outstanding. Common stock represent the ownership interest in a corporation."}}},"auth-ref":{"r31","r136","r954","r973","r1448","r1449"}}},"us-gaap-CommonStockValue":{"xbrltype":"monetaryItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"CommonStockValue","erdr":{"credit","calculation":{"http://www.hbfuller.com/20241130/role/statement-consolidated-balance-sheets"},"parentTag":"us-gaap-StockholdersEquity","weight":1.0,"order":4.0},"presentation":{"http://www.hbfuller.com/20241130/role/statement-consolidated-balance-sheets"},"lang":{"en-us":{"role":{"label":"Common stock, par value \$1.00 per share. Shares authorized lu2013-160,000,000, Shares outstanding lu2013-54,657,103 and 54,092,987 for 2024 and 2023, respectively","documentation":"Aggregate par or stated value of issued nonredeemable common stock for common stock redeemable solely at the option of the issuer. This item includes treasury stock repurchased by the entity. Note: elements for number of nonredeemable common shares, par value and other disclosure concepts are in another section within stockholders' equity."}}},"auth-ref":{"r136","r882","r1106"}}},"us-gaap-ComprehensiveIncomeNetOfTax":{"xbrltype":"monetaryItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"ComprehensiveIncomeNetOfTax","erdr":{"credit","calculation":{"http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-comprehensive-income"},"parentTag":null,"weight":null,"order":null,"root":true},"presentation":{"http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-comprehensive-income"},"http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information-comprehensive-income-loss-information-details"},"lang":{"en-us":{"role":{"label":"us-gaap-ComprehensiveIncomeNetOfTax"},"totalLabel":"Comprehensive income (loss) attributable to H.B. Fuller","terseLabel":"Comprehensive income (loss), net","documentation":"Amount after tax of increase (decrease) in equity from transactions and other events and circumstances from net income and other comprehensive income, attributable to parent entity. Excludes changes in equity resulting from investments by owners and distributions to owners."}}},"auth-ref":{"r46","r299","r301","r308","r874","r896","r898"}}},"us-gaap-ComprehensiveIncomeNetOfTaxAttributableToNoncontrollingInterest":{"xbrltype":"monetaryItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"ComprehensiveIncomeNetOfTaxAttributableToNoncontrollingInterest","erdr":{"debit","calculation":{"http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-comprehensive-income"},"parentTag":"us-gaap-ComprehensiveIncomeNetOfTax","weight":1.0,"order":1.0},"presentation":{"http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-comprehensive-income"},"http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information-comprehensive-income-loss-information-details"},"lang":{"en-us":{"role":{"label":"Less: Comprehensive income attributable to non-controlling interest"},"terseLabel":"Comprehensive income (loss), non-controlling interests net","documentation":"Amount after tax of increase (decrease) in equity from transactions and other events and circumstances from net income (loss) and other comprehensive income (loss), attributable to noncontrolling interests. Excludes changes in equity resulting from investments by owners and distributions to owners."}}},"auth-ref":{"r16","r92","r96","r299","r301","r307","r873","r896","r897"}}},"us-gaap-ComprehensiveIncomeNetOfTaxIncludingPortionAttributableToNoncontrollingInterest":{"xbrltype":"monetaryItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"ComprehensiveIncomeNetOfTaxIncludingPortionAttributableToNoncontrollingInterest","erdr":{"credit","calculation":{"http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-comprehensive-income"},"parentTag":"us-gaap-ComprehensiveIncomeNetOfTax","weight":1.0,"order":0.0},"presentation":{"http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-comprehensive-income"},"http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-total-equity"},"lang":{"en-us":{"role":{"label":"us-gaap-ComprehensiveIncomeNetOfTaxIncludingPortionAttributableToNoncontrollingInterest"},"totalLabel":"Comprehensive income (loss)","terseLabel":"Comprehensive loss","documentation":"Amount after tax of increase (decrease) in equity from transactions and other events and circumstances from net income and other comprehensive income. Excludes changes in equity resulting from investments by owners and distributions to owners."}}},"auth-ref":{"r96","r199","r299","r301","r306","r872","r896"}}},"us-gaap-ConcentrationRiskBenchmarkDomain":{"xbrltype":"domainItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"ConcentrationRiskBenchmarkDomain","presentation":{"http://www.hbfuller.com/20241130/role/statement-note-1-nature-of-business-and-summary-of-significant-accounting-policies"},"http://www.hbfuller.com/20241130/role/statement-note-1-nature-of-business-and-summary-of-significant-accounting-policies-details-textual"},"lang":{"en-us":{"role":{"label":"Concentration Risk Benchmark [Domain]","documentation":"The denominator in a calculation of a disclosed concentration risk percentage."}}},"auth-ref":{"r56","r57","r108","r109","r389","r1020"}}},"us-gaap-ConcentrationRiskByBenchmarkAxis":{"xbrltype":"stringItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"ConcentrationRiskByBenchmarkAxis","presentation":{"http://www.hbfuller.com/20241130/role/statement-note-1-nature-of-business-and-summary-of-significant-accounting-policies"},"http://www.hbfuller.com/20241130/role/statement-note-1-nature-of-business-and-summary-of-significant-accounting-policies-details-textual"},"lang":{"en-us":{"role":{"label":"Concentration Risk Benchmark [Axis]","documentation":"Information by type of concentration risk, for example, but not limited to, asset, liability, net assets, geographic, customer, employees, supplier, lender."}}},"auth-ref":{"r56","r57","r108","r109","r389","r1020","r1154"}}},"us-gaap-ConcentrationRiskPercentage1":{"xbrltype":"percentItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"ConcentrationRiskPercentage1","presentation":{"http://www.hbfuller.com/20241130/role/statement-note-1-nature-of-business-and-summary-of-significant-accounting-policies-details-textual"},"lang":{"en-us":{"role":{"label":"us-gaap-ConcentrationRiskPercentage1"},"terseLabel":"Concentration Risk, Percentage","documentation":"For an entity that discloses a concentration risk in relation to quantitative amount, which serves as the \"benchmark\" (or denominator) in the equation, this concept represents the concentration percentage derived from the division."}}},"auth-ref":{"r56","r57","r108","r109","r389"}}},"us-gaap-ConcentrationRiskTypeDomain":{"xbrltype":"domainItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"ConcentrationRiskTypeDomain","presentation":{"http://www.hbfuller.com/20241130/role/statement-note-1-nature-of-business-and-summary-of-significant-accounting-policies"},"http://www.hbfuller.com/20241130/role/statement-note-1-nature-of-business-and-summary-of-significant-accounting-policies-details-textual"},"lang":{"en-us":{"role":{"label":"Concentration Risk Type [Domain]","documentation":"For an entity that discloses a concentration risk as a percentage of some financial balance or benchmark, identifies the type (for example, asset, liability, net assets, geographic, customer, employees, supplier, lender) of the concentration."}}},"auth-ref":{"r56","r57","r108","r109","r389","r1020"}}},"srt-ConsolidationItemsAxis":{"xbrltype":"stringItemType","nsuri":"http://fasb.org/srt/2024/","localname":"ConsolidationItemsAxis","presentation":{"http://www.hbfuller.com/20241130/role/statement-note-15-segments-disaggregated-revenue-information-details"},"http://www.hbfuller.com/20241130/role/statement-note-15-segments-reportable-operating-segment-financial-information-details"},"lang":{"en-us":{"role":{"label":"Consolidation Items [Axis]","documentation":"Information by components, eliminations, non-segment corporate-level activity and reconciling items used in consolidating a parent entity and its subsidiaries or its operating segments."}}},"auth-ref":{"r218","r238","r258","r259","r260","r261","r262","r263","r264","r265","r266","r324","r354","r362","r376","r377","r378","r379","r380","r382","r383","r384","r484","r485","r486","r487","r489","r490","r491","r492","r493","r1055","r1161","r1162","r1252","r1253"}}},"srt-ConsolidationItemsDomain":{"xbrltype":"domainItemType","nsuri":"http://fasb.org/srt/2024/","localname":"ConsolidationItemsDomain","presentation":{"http://www.hbfuller.com/20241130/role/statement-note-15-segments-disaggregated-revenue-information-details"},"http://www.hbfuller.com/20241130/role/statement-note-15-segments-reportable-operating-segment-financial-information-details"},"lang":{"en-us":{"role":{"label":"Consolidation Items [Domain]","documentation":"Components, elimination, non-segment corporate level activity and reconciling items used in consolidating a parent entity and its subsidiaries or its operating segments."}}},"auth-ref":{"r218","r238","r258","r259","r260","r261","r262","r263","r264","r265","r266","r324","r354","r362","r376","r377","r378","r379","r380","r382","r383","r384","r485","r486","r487","r489","r490","r491","r492","r493","r1055","r1161","r1162","r1252","r1253"}}},"us-gaap-ConsolidationPolicyTextBlock":{"xbrltype":"textBlockItemType","nsuri":"http://fasb.org/us-gaap/2024/","localname":"ConsolidationPolicyTextBlock","presentation":{"http://www.hbfuller.com/20241130/role/statement-significant-accounting-policies"},"lang":{"en-us":{"role":{"label":"Consolidation, Policy [Policy Text Block]","documentation":"Disclosure of accounting policy regarding (1) the principles it follows in consolidating or combining the separate financial statements, including the principles followed in determining the inclusion or exclusion of subsidiaries or other entities in the consolidated or combined financial statements and (2) its treatment of interests (for example, common stock, a partnership interest or other means of exerting influence) in other entities, for example consolidation or use of the equity or cost methods of accounting. The accounting policy may also address the accounting treatment for intercompany accounts and transactions, noncontrolling interest, and the income statement treatment in consolidation for issuances of stock by a subsidiary."}}},"auth-ref":{"r93","r1045"}}},"ful-ConstructionAdhesivesMember":{"xbrltype":"domainItemType","nsuri":"http://www.hbfuller.com/20241130/","localname":"ConstructionAdhesivesMember","presentation":{"http://www.hbfuller.com/20241130/role/statement-note-1-nature-of-business-and-summary-of-significant-accounting-policies"},"http://www.hbfuller.com/20241130/role/statement-note-1-nature-of-business-and-summary-of-significant-accounting-policies-details-textual"},"http://www.hbfuller.com/20241130/role/statement-note-15-segments-disaggregated-revenue-information-details"},"http://www.hbfuller.com/20241130/role/statement-note-15-segments-reportable-operating-segment-financial-information-details"},"http://www.hbfuller.com/20241130/role/statement-note-2-acquisitions-and-divestiture"},"http://www.hbfuller.com/20241130/role/statement-note-2-acquisitions-and-divestiture-details-textual"},"http://www.hbfuller.com/20241130/role/statement-note-5-goodwill-and-other-intangible-assets-goodwill-balance-details"},"lang":{"en-us":{"role":{"label":"Construction Adhesives [Member]","documentation":"Related to the construction adhesives operating

segment" } } }], "auth ref": [] }, "us-gaap ConstructionInProgressGross": { "xbrltype": "monetaryItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ConstructionInProgressGross", "crdr": "debit", "calculation": { "http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information-balance-sheet-information-details": { "parentTag": "us-gaap PropertyPlantAndEquipmentGross", "weight": 1.0, "order": 3.0 } }, "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information-balance-sheet-information-details": { "lang": { "en-us": { "role": { "label": "us-gaap ConstructionInProgressGross", "terselabel": "Construction in progress", "documentation": "Amount of structure or a modification to a structure under construction. Includes recently completed structures or modifications to structures that have not been placed into service." } } }, "auth ref": { "r169" } }, "ful ContingentConsiderationLiabilityMember": { "xbrltype": "domainItem", "nsuri": "http://www.hbfuller.com/20241130", "localname": "ContingentConsiderationLiabilityMember", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-13-fair-value-measurements-contingent-consideration-details": { "http://www.hbfuller.com/20241130/role/statement-note-13-fair-value-measurements-tables": { "lang": { "en-us": { "role": { "label": "Contingent Consideration Liability [Member]", "documentation": "A liability arising from contingent consideration." } } }, "auth ref": [] }, "ful ContractWithCustomersNetRevenueReductionCustomerIncentives": { "xbrltype": "monetaryItem", "nsuri": "http://www.hbfuller.com/20241130", "localname": "ContractWithCustomersNetRevenueReductionCustomerIncentives", "crdr": "debit", "presentation": { 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information about short term and long-term debt arrangements, which includes amounts of borrowings under each line of credit, note payable, commercial paper issue, bonds indenture, debenture issue, own share lending arrangements and any other contractual agreement to repay funds, and about the underlying arrangements, rationale for a classification as long term, including repayment terms, interest rates, collateral provided, restrictions on use of assets and activities, whether or not in compliance with debt covenants, and other matters important to users of the financial statements, such as the effects of refinancing and noncompliance with debt covenants." } } }, "auth ref": { "r178", "r318", "r446", "r447", "r448", "r449", "r450", "r481", "r482", "r495", "r501", "r502", "r503", "r504", "r505", "r506", "r511", "r518", "r519", "r520", "r803" } }, "us-gaap DebtInstrumentAxis": { "xbrltype": "stringItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DebtInstrumentAxis", 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Includes, but is not limited to, notes payable, bonds payable, commercial loans, mortgage loans, convertible debt, subordinated debt and other types of debt." } } }, "auth ref": { "r42", "r210", "r521" } }, "ful DebtInstrumentCovenantInterestCoverageRatio": { "xbrltype": "pureItem", "nsuri": "http://www.hbfuller.com/20241130", "localname": "DebtInstrumentCovenantInterestCoverageRatio", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit-details-textual": { "lang": { "en-us": { "role": { "label": "ful DebtInstrumentCovenantInterestCoverageRatio", "terselabel": "Debt Instrument, Covenant, Interest Coverage Ratio", "documentation": "Represents the interest coverage ratio for covenant." } } }, "auth ref": [] }, "ful DebtInstrumentCovenantSecuredLeverageRatioForFiscalQuartersEndingAfterJune12024": { "xbrltype": "pureItem", "nsuri": "http://www.hbfuller.com/20241130", "localname": "DebtInstrumentCovenantSecuredLeverageRatioForFiscalQuartersEndingAfterJune12024", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit-details-textual": { "lang": { "en-us": { "role": { "label": "ful DebtInstrumentCovenantSecuredLeverageRatioForFiscalQuartersEndingAfterJune12024", "terselabel": "Debt Instrument, Covenant, Secured Leverage Ratio for Fiscal Quarters Ending After June 1, 2024", "documentation": "Represents the secured leverage ratio for fiscal quarters ending after June 1, 2024 for compliance on covenant." } } }, "auth ref": [] }, "ful DebtInstrumentCovenantSecuredLeverageRatioForFiscalQuartersEndingOnOrPriorToJune12024": { "xbrltype": "pureItem", "nsuri": "http://www.hbfuller.com/20241130", "localname": "DebtInstrumentCovenantSecuredLeverageRatioForFiscalQuartersEndingOnOrPriorToJune12024", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit-details-textual": { "lang": { "en-us": { "role": { "label": "ful DebtInstrumentCovenantSecuredLeverageRatioForFiscalQuartersEndingOnOrPriorToJune12024", "terselabel": "Debt Instrument, Covenant, Secured Leverage Ratio for Fiscal Quarters Ending on or Prior to June 1, 2024", "documentation": "Represents the secured leverage ratio for fiscal quarters ending on or prior to June 1, 2024 for compliance on covenant." } } }, "auth ref": [] }, "us-gaap DebtInstrumentFaceAmount": { "xbrltype": "monetaryItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DebtInstrumentFaceAmount", "crdr": "credit", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-12-financial-instruments-details-textual": { "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit-details-textual": { "lang": { "en-us": { "role": { "label": "us-gaap DebtInstrumentFaceAmount", "terselabel": "Debt Instrument, Face

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Includes, but is not limited to, employment contracts with one or more selected officers or key employees. Excludes broad group equity-based compensation plans, defined benefit pension plans, defined benefit other postretirement benefit plans and other deferred compensation that is not equivalent to a defined benefit pension plan or a defined benefit other postretirement benefit plan." } } }, "auth_ref": ["r77"] }, {"us-gaap DeferredCompensationArrangementWithIndividualSharesIssued": { "xbrlType": "sharesItem", "nsuri": "http://fasb.org/us-gaap/2024/", "localname": "DeferredCompensationArrangementWithIndividualSharesIssued", "presentation": "http://www.hbfuller.com/20241130/role/statement-note-8-stockholders-equity-common-stock-outstanding-details", "lang": "en-us", "role

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For other postretirement plan, payment includes, but is not limited to, prescription drug benefits, health care benefits, life insurance benefits, and legal, educational and advisory services." } } }, "auth ref": { "r569", "r1318" } } }, "us-gaap-DefinedBenefitPlanPlanAssetsContributionsByPlanParticipant": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanPlanAssetsContributionsByPlanParticipant", "crdr": "debit", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-change-in-benefit-obligation-and-plan-assets-details" } }, "lang": { "en-us": { "role": { "label": "us-gaap-DefinedBenefitPlanPlanAssetsContributionsByPlanParticipant", "terselabel": "Participant contributions", "documentation": "Amount of contributions received by defined benefit plan from participant which increases plan assets." } } }, "auth ref": { "r568" } } }, "us-

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Includes, but is not limited to, percentage on weighted-average basis if more than one plan." } } }, "auth_ref": { "r574": { "r1080": { "us-gaap_DefinedBenefitPlanPurchasesSalesAndSettlements": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanPurchasesSalesAndSettlements", "crdr": "debit", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-changes-in-the-level-3-plan-assets-of-pension-and-other-postretirement-plans-details": "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-changes-in-the-level-3-plan-assets-of-pension-and-other-postretirement-plans-details", "lang": { "en-us": { "role": { "label": "Purchases, sales, issuances and settlements, net", "documentation": "Amount, measured using unobservable input, of increase (decrease) in plan asset of defined benefit plan from purchase, sale and settlement of trade associated with underlying investment." } } }, "auth_ref": { "r580": { "r1080": { "us-gaap_DefinedBenefitPlanRecognizedNetGainLossDueToSettlements1": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanRecognizedNetGainLossDueToSettlements1", "crdr": "credit", "calculation": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-components-of-net-periodic-benefit-cost-details": { "parentTag": "us-gaap_DefinedBenefitPlanNetPeriodicBenefitCost", "weight": 1.0, "order": 4.0 } }, "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-components-of-net-periodic-benefit-cost-details": "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-components-of-net-periodic-benefit-cost-details", "lang": { "en-us": { "role": { "label": "us-gaap_DefinedBenefitPlanRecognizedNetGainLossDueToSettlements1", "negatedLabel": "Settlement charge", "documentation": "Amount of gain (loss) recognized in net periodic benefit (cost) credit from irrevocable action relieving primary responsibility for benefit obligation and eliminating risk related to obligation and assets used to effect settlement." } } }, "auth_ref": { "r551": { "r593": { "r619": { "us-gaap_DefinedBenefitPlanServiceCost": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanServiceCost", "crdr": "debit", "calculation": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-components-of-net-periodic-benefit-cost-details": { "parentTag": "us-gaap_DefinedBenefitPlanNetPeriodicBenefitCost", "weight": 1.0, "order": 5.0 } }, "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-change-in-benefit-obligation-and-plan-assets-details": "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-components-of-net-periodic-benefit-cost-details", "lang": { "en-us": { "role": { "label": "us-gaap_DefinedBenefitPlanServiceCost", "terseLabel": "Service cost", "documentation": "Amount of cost for actuarial present value of benefits attributed to service rendered by employee for defined benefit plan." } } }, "auth_ref": { "r554": { "r587": { "r613": { "r1080": { "r1081": { "us-gaap_DefinedBenefitPlanSettlementsBenefitObligation": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanSettlementsBenefitObligation", "crdr": "debit", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-change-in-benefit-obligation-and-plan-assets-details": "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-change-in-benefit-obligation-and-plan-assets-details", "lang": { "en-us": { "role": { "label": "us-gaap_DefinedBenefitPlanSettlementsBenefitObligation", "negatedLabel": "Settlement payments", "documentation": "Amount of (increase) decrease to benefit obligation of defined benefit plan from irrevocable action relieving primary responsibility for benefit obligation and eliminating risk for obligation and assets used to effect settlement. Includes, but is not limited to, lump-sum cash payment to participant in exchange for right to receive specified benefits, purchase of nonparticipating annuity contract and change from remeasurement." } } }, "auth_ref": { "r555": { "us-gaap_DefinedBenefitPlanSettlementsPlanAssets": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanSettlementsPlanAssets", "crdr": "credit", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-change-in-benefit-obligation-and-plan-assets-details": "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-change-in-benefit-obligation-and-plan-assets-details", "lang": { "en-us": { "role": { "label": "us-gaap_DefinedBenefitPlanSettlementsPlanAssets", "negatedLabel": "Settlement payments", "documentation": "Amount of payment, which decreases plan assets of defined benefit plan, for irrevocable action relieving primary responsibility for benefit obligation and eliminating risk for obligation and assets used to effect settlement. Transaction constituting settlement includes, but is not limited to, making lump-sum cash payment to participant in exchange for their rights to receive specified benefits and purchasing nonparticipating annuity contract." } } }, "auth_ref": { "r572": { "us-gaap_DefinedBenefitPlanTransfersBetweenMeasurementLevels": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanTransfersBetweenMeasurementLevels", "crdr": "debit", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-changes-in-the-level-3-plan-assets-of-pension-and-other-postretirement-plans-details": "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-changes-in-the-level-3-plan-assets-of-pension-and-other-postretirement-plans-details", "lang": { "en-us": { "role": { "label": "Net transfers out of level 3", "documentation": "Amount, measured using unobservable inputs, of increase (decrease) in plan assets of defined benefit plan, for assets transferred into (out of) Level 3 of fair value hierarchy. Includes, but is not limited to, transfer due to change in observability of significant inputs." } } }, "auth_ref": { "r581": { "r1080": { "us-gaap_DefinedBenefitPlanUltimateHealthCareCostTrendRate1": { "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanUltimateHealthCareCostTrendRate1", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-assume-health-care-trend-rates-details": "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-assume-health-care-trend-rates-details", "lang": { "en-us": { "role": { "label": "Rate to which the cost trend rate is assumed to decline (the ultimate trend rate)", "documentation": "Ultimate trend rate for health care cost for defined benefit postretirement plan." } } }, "auth_ref": { "r601": { "us-gaap_DefinedBenefitPlanYearHealthCareCostTrendRateReachesUltimateTrendRate": { "xbrltype": "gYearListItemType", 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Includes production and non-production related depreciation." } } }, "auth_ref": { "r20": { "r67": { "us-gaap_DepreciationDepletionAndAmortization": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DepreciationDepletionAndAmortization", "crdr": "debit", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-15-segments-reportable-operating-segment-financial-information-details": "http://www.hbfuller.com/20241130/role/statement-note-15-segments-reportable-operating-segment-financial-information-details", "lang": { "en-us": { "role": { "label": "us-gaap_DepreciationDepletionAndAmortization", "terseLabel": "Depreciation and amortization", "documentation": "The aggregate expense recognized in the current period that allocates the cost of tangible assets, intangible assets, or depleting assets to periods that benefit from use of the assets." } } }, "auth_ref": { "r20": { "r354": { "r365": { "r382": { "r1054": { "r1055": { "us-gaap_DerivativeAmountOffHedgedItem": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DerivativeAmountOffHedgedItem", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-12-financial-instruments-details-textual": "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit-details-textual", "lang": { "en-us": { "role": { "label": "us-gaap_DerivativeAmountOffHedgedItem", "terseLabel": "Derivative, Amount of Hedged Item", "documentation": "Amount of hedged item in hedging relationship. Excludes hedged asset or liability." } } }, "auth_ref": { "us-gaap_DerivativeContractTypeDomain": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DerivativeContractTypeDomain", "presentation": { "http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-comprehensive-income": "http://www.hbfuller.com/20241130/role/statement-note-12-financial-instruments": "http://www.hbfuller.com/20241130/role/statement-note-12-financial-instruments-details-textual", "http://www.hbfuller.com/20241130/role/statement-note-12-financial-instruments-gains-losses-on-derivative-instruments-details": "http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information-components-of-accumulated-other-comprehensive-income-loss-details": "http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information-components-of-accumulated-other-comprehensive-income-loss-information-details": 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Addresses all significant policy factors, including any antidilutive items that have been excluded from the computation and takes into account stock dividends, splits and reverse splits that occur after the balance sheet date of the latest reporting period but before the issuance of the financial statements." }, { "auth_ref": "r54", "r55", "r352", "us": "gaap", "EffectOfExchangeRateOnCashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsIncludingDisposalGroupAndDiscontinuedOperations", "xbrlyte": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EffectOfExchangeRateOnCashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsIncludingDisposalGroupAndDiscontinuedOperations", "presentation": "http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-cash-flows", "lang": "en-us", "role": "role", "label": "Effect of exchange rate changes on cash and cash equivalents", "weight": "1.0", "order": "2.0" }, { "auth_ref": "r1391", "ful": 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It is commonly abbreviated as CIK." } } } , "auth_ref": { "r1132" } } , "dei_EntityCommonStockSharesOutstanding": { "xbrltype": "sharesItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityCommonStockSharesOutstanding", "presentation": { "http://www.hbfuller.com/20241130/role/statement document and entity information" } } , "lang": { "en-us" } , "role": { "label" } , "Entity Common Stock, Shares Outstanding": { "documentation": "Indicate number of shares or other units outstanding of each of registrant's classes of capital or common stock or other ownership interests, if and as stated on cover of related periodic report. Where multiple classes or units exist define each class/interest by adding class of stock items such as Common Class A [Member], Common Class B [Member] or Partnership Interest [Member] onto the Instrument [Domain] of the Entity Listings, Instrument." } } } , "auth_ref": { } } , "dei_EntityCurrentReportingStatus": { "xbrltype": "yesNoItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityCurrentReportingStatus", "presentation": { "http://www.hbfuller.com/20241130/role/statement document and entity information" } } , "lang": { "en-us" } , "role": { "label" } , "Entity Current Reporting Status": { "documentation": "Indicate 'Yes' or 'No' whether registrants (1) have filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that registrants were required to file such reports), and (2) have been subject to such filing requirements for the past 90 days. This information should be based on the registrant's current or most recent filing containing the related disclosure." } } } , "auth_ref": { } } , "dei_EntityDomain": { "xbrltype": "domainItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityDomain", "presentation": { "http://www.hbfuller.com/20241130/role/statement consolidated balance sheets", "http://www.hbfuller.com/20241130/role/statement consolidated balance sheets parentheticals", "http://www.hbfuller.com/20241130/role/statement consolidated statements of cash flows", "http://www.hbfuller.com/20241130/role/statement consolidated statements of comprehensive income", "http://www.hbfuller.com/20241130/role/statement consolidated statements of income", "http://www.hbfuller.com/20241130/role/statement document and entity information", "http://www.hbfuller.com/20241130/role/statement-note-1 nature of business and summary of significant accounting policies", "http://www.hbfuller.com/20241130/role/statement-note-1 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7 notes payable longterm debt and lines of credit maturities of longterm debt details". "http://www.hbfuller.com/20241130/role/statement-note-7 notes payable longterm debt and lines of credit tables". "http://www.hbfuller.com/20241130/role/statement-note-8 stockholders equity". "http://www.hbfuller.com/20241130/role/statement-note-8 stockholders equity common stock outstanding details". "http://www.hbfuller.com/20241130/role/statement-note-8 stockholders equity details textual". "http://www.hbfuller.com/20241130/role/statement-note-8 stockholders equity tables". "http://www.hbfuller.com/20241130/role/statement-note-9 accounting for sharebased compensation". "http://www.hbfuller.com/20241130/role/statement-note-9 accounting for sharebased compensation deferred compensation units details". "http://www.hbfuller.com/20241130/role/statement-note-9 accounting for sharebased compensation fair value of options granted details". "http://www.hbfuller.com/20241130/role/statement-note-9 accounting for sharebased compensation nonvested restricted stock activity details". "http://www.hbfuller.com/20241130/role/statement-note-9 accounting for sharebased compensation stock option activity details". "http://www.hbfuller.com/20241130/role/statement-note-9 accounting for sharebased compensation tables". "http://www.hbfuller.com/20241130/role/statement-significant accounting policies policies". "lang": "en-us", "role": "label", "Entity /Domain", "documentation": "All the names of the entities being reported upon in a document. Any legal structure used to conduct activities or to hold assets. Some examples of such structures are corporations, partnerships, limited liability companies, grantor trusts, and other trusts. This item does not include business and geographical segments which are included in the geographical or business segments domains." 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Is used on Form 10-K, 10-Q, 8-K, 20-F, 6-K, 10-K/A, 10-O/A, 20-F/A, 6-K/A, N-CSR, N-O, N-A." "auth ref": "r1142", "us gaap EnvironmentalCostsPolicy": "xbrlyType", "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EnvironmentalCostsPolicy", "presentation": "http://www.hbfuller.com/20241130/role/statement-significant accounting policies policies", "lang": "en-us", "role": "label", "Environmental Costs, Policy [Policy Text Block]", "documentation": "Disclosure of accounting policy for obligations that resulted from improper or other than normal operation of a long-lived asset in the past. This accounting policy may address (1) whether the related remediation costs are expensed or capitalized, (2) whether the obligation is measured on a discounted basis, (3) the event, situation, or set of circumstances that generally triggers recognition of loss contingencies arising from the entity's environmental remediation-related obligations, and (4) the timing of recognition of any recoveries." 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Excludes broad group equity-based compensation plans, defined benefit pension plans, defined benefit other postretirement benefit plans and other deferred compensation that is not equivalent to a defined benefit pension plan or a defined benefit other postretirement benefit plan." 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This is not an indicator of the fair value of the investment, rather it is the initial cost adjusted for the entity's share of earnings and losses of the investee, adjusted for any distributions (dividends) and other than temporary impairment (OTTI) losses recognized." 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Such disclosures about the financial instruments, assets, and liabilities would include: (1) the fair value of the required items together with their carrying amounts (as appropriate); (2) for items for which it is not practicable to estimate fair value, disclosure would include: (a) information pertinent to estimating fair value (including carrying amount, effective interest rate, and maturity, and (b) the reasons why it is not practicable to estimate fair value; (3) significant concentrations of credit risk including: (a) information about the activity, region, or economic characteristics identifying a concentration, (b) the maximum amount of loss the entity is exposed to based on the gross fair value of the related item, (c) policy for requiring collateral or other security and information as to accessing such collateral or security, and (d) the nature and brief description of such collateral or security; (4) quantitative information about market risks and how such risks are managed; (5) for items measured on both a recurring and nonrecurring basis information regarding the inputs used to develop the fair value measurement, and (6) for items presented in the financial statement for which fair value measurement is elected: (a) information necessary to understand the reasons for the election, (b) discussion of the effect of fair value changes on earnings, (c) a description of [similar groups] items for which the election is made and the relation thereof to the balance sheet, the aggregate carrying value of items included in the balance sheet that are not eligible for the election, (7) all other required (as defined) and desired information." } } }, "auth-ref": { "r773", "r775", "r776", "r777", "r780", "r781", "r782", "r763", "r784", "r870", "r1096", "r1101": { "us-gaap_FairValueInputsLevel2And3Member": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "FairValueInputsLevel2And3Member", "presentation": { 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http://www.hbfuller.com/20241130/role/statement-note-16-subsequent-events-details-textual"} {"lang": "en-us"; {"role": {"label": "GEM [Member]", "documentation": "Relating to GEM."}} {"auth_ref": []}, {"us_gaap_Goodwill": {"xbrltype": "monetaryItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "Goodwill", "credit": "debit", "calculation": {"http://www.hbfuller.com/20241130/role/statement-consolidated-balance-sheets": {"parentTag": {"us_gaap_Assets": {"weight": 1.0, "order": 0.0}}, {"http://www.hbfuller.com/20241130/role/statement-note-2-acquisitions-and-divestiture-schedule-of-assets-acquired-and-liabilities-assumed-details": {"parentTag": {"us_gaap_BusinessCombinationRecognizedIdentifiableAssetsAcquiredGoodwillAndLiabilitiesAssumedNet": {"weight": 1.0, "order": 5.0}}, {"presentation": {"http://www.hbfuller.com/20241130/role/statement-consolidated-balance-sheets": {"http://www.hbfuller.com/20241130/role/statement-note-2-acquisitions-and-divestiture-details-textual": {"http://www.hbfuller.com/20241130/role/statement-note-5-goodwill-and-other-intangible-assets-goodwill-balance-details": {"lang": "en-us"; {"role": {"label": "Goodwill", "terseLabel": "Goodwill", "periodStartLabel": "Balance at beginning of year", "periodEndLabel": "Balance at end of year", "documentation": "Amount, after accumulated impairment loss, of asset representing future economic benefit arising from other asset acquired in business combination or from joint venture formation or both, that is not individually identified and separately recognized."}} {"auth_ref": {"r229": "r414", "r871", "r1055", "r1061", "r1097", "r1106", "r1204", "r1211"}} {"us_gaap_GoodwillAcquiredDuringPeriod": {"xbrltype": "monetaryItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GoodwillAcquiredDuringPeriod", "credit": "debit", "presentation": {"http://www.hbfuller.com/20241130/role/statement-note-5-goodwill-and-other-intangible-assets-goodwill-balance-details": {"lang": "en-us"; {"role": {"label": "Acquisitions", "label": "us-gaap_GoodwillAcquiredDuringPeriod", "documentation": "Amount of increase in asset representing future economic benefits arising from other assets acquired in a business combination that are not individually identified and separately recognized resulting from a business combination."}} {"auth_ref": {"r418", "r1061"}} {"us_gaap_GoodwillAndIntangibleAssetsDisclosureTextBlock": {"xbrltype": "textBlock", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GoodwillAndIntangibleAssetsDisclosureTextBlock", "presentation": {"http://www.hbfuller.com/20241130/role/statement-note-5-goodwill-and-other-intangible-assets": {"lang": "en-us"; {"role": {"label": "Goodwill and Intangible Assets Disclosure [Text Block]", "documentation": "The entire disclosure for goodwill and intangible assets."}} {"auth_ref": {"r1202", "r1214"}} {"us_gaap_GoodwillAndIntangibleAssetsGoodwillPolicy": {"xbrltype": "textBlock", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GoodwillAndIntangibleAssetsGoodwillPolicy", "presentation": {"http://www.hbfuller.com/20241130/role/statement-significant-accounting-policies-policies": {"lang": "en-us"; {"role": {"label": "Goodwill and Intangible Assets. 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The following also may be disclosed: (1) a description of intangible assets (2) the estimated useful lives of those assets (3) the amortization method used (4) how the entity assesses and measures impairment of such assets (5) how future cash flows are estimated (6) how the fair values of such assets are determined."}} {"auth_ref": {"r426", "r430", "r442"}} {"us_gaap_GoodwillForeignCurrencyTranslationGainLoss": {"xbrltype": "monetaryItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GoodwillForeignCurrencyTranslationGainLoss", "credit": "debit", "presentation": {"http://www.hbfuller.com/20241130/role/statement-note-5-goodwill-and-other-intangible-assets-goodwill-balance-details": {"lang": "en-us"; {"role": {"label": "Foreign currency translation effect", "documentation": "Amount of foreign currency translation gain (loss) which increases (decreases) asset representing future economic benefit from other asset acquired in business combination or from joint venture formation or both, that is not individually identified and separately recognized."}} {"auth_ref": {"r422}} {"us_gaap_GoodwillImpairmentLoss": {"xbrltype": "monetaryItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GoodwillImpairmentLoss", "credit": "debit", "presentation": {"http://www.hbfuller.com/20241130/role/statement-note-2-acquisitions-and-divestiture-details-textual": {"http://www.hbfuller.com/20241130/role/statement-note-5-goodwill-and-other-intangible-assets-goodwill-balance-details": {"lang": "en-us"; {"role": {"label": "Goodwill Impairment Loss", "terseLabel": "Goodwill Impairment Loss", "negatedLabel": "Impairment", "documentation": "Amount of impairment loss from asset representing future economic benefit arising from other asset acquired in business combination or from joint venture formation or both, that is not individually identified and separately recognized."}} {"auth_ref": {"r20", "r415", "r421", "r425", "r1061", "r1097"}} {"us_gaap_GoodwillPurchaseAccountingAdjustments": {"xbrltype": "monetaryItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GoodwillPurchaseAccountingAdjustments", "credit": "debit", "presentation": {"http://www.hbfuller.com/20241130/role/statement-note-2-acquisitions-and-divestiture-details-textual": {"lang": "en-us"; {"role": {"label": "us-gaap_GoodwillPurchaseAccountingAdjustments", "terseLabel": "Goodwill. 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Such Entity owned life insurance policies are commonly known as corporate owned life insurance (COLI) or bank owned life insurance (BOLI).", "auth ref": "r400", "r164", "us-gaap:LineOfCredit", { "xbrlytype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LineOfCredit", "crdr": "credit", "presentation": "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit-details-textual", "lang": "en-us", "role": "label", "us-gaap:LineOfCredit", { "terseLabel": "Long-Term Line of Credit, Total", "documentation": "The carrying value as of the balance sheet date of the current and noncurrent portions of long-term obligations drawn from a line of credit, which is a bank's commitment to make loans up to a specific amount. Examples of items that might be included in the application of this element may consist of letters of credit, standby letters of credit, and revolving credit arrangements, under which borrowings can be made up to a maximum amount as of any point in time conditional on satisfaction of specified terms before, as of and after the date of drawdowns on the line. Includes short-term obligations that would normally be classified as current liabilities but for which (a) postbalance sheet date issuance of a long-term obligation to refinance the short-term obligation on a long-term basis, or (b) the enterprise has entered into a financing agreement that clearly permits the enterprise to refinance the short-term obligation on a long-term basis and the following conditions are met (1) the agreement does not expire within 1 year and is not cancelable by the lender except for violation of an objectively determinable provision, (2) no violation exists at the BS date, and (3) the lender has entered into the financing agreement is expected to be financially capable of honoring the agreement.", "auth ref": "r42", "r210", "us-gaap:LineOfCreditFacilityMaximumBorrowingCapacity", { "xbrlytype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LineOfCreditFacilityMaximumBorrowingCapacity", "crdr": "credit", "presentation": "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit-details-textual", "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit-details-textual", "lang": "en-us", "role": "label", "us-gaap:LineOfCreditFacilityMaximumBorrowingCapacity", { "terseLabel": "Line of Credit Facility, Maximum Borrowing Capacity", "documentation": "Maximum borrowing capacity under the credit facility without consideration of any current restrictions on the amount that could be borrowed or the amounts currently outstanding under the facility.", "auth ref": "r123", "r128", "us-gaap:LineOfCreditFacilityRemainingBorrowingCapacity", { "xbrlytype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LineOfCreditFacilityRemainingBorrowingCapacity", "crdr": "credit", "presentation": "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit-lines-of-credit-details", "lang": "en-us", "role": "label", "us-gaap:LineOfCreditFacilityRemainingBorrowingCapacity", { "terseLabel": "Unused", "documentation": "Amount of borrowing capacity currently available under the credit facility (current borrowing capacity less the amount of borrowings outstanding).", "auth ref": "r123", "r128", "r482", "us-gaap:LineOfCreditFacilityUnusedCapacityCommitmentFeePercentage", { "xbrlytype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LineOfCreditFacilityUnusedCapacityCommitmentFeePercentage", "presentation": "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit-details-textual", "lang": "en-us", "role": "label", "us-gaap:LineOfCreditFacilityUnusedCapacityCommitmentFeePercentage", { "terseLabel": "Line of Credit Facility, Unused Capacity, Commitment Fee Percentage", "documentation": "The fee, expressed as a percentage of the line of credit facility, for available but unused credit capacity under the credit facility.", "auth ref": "r123", "us-gaap:LinesOfCreditCurrent", { "xbrlytype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LinesOfCreditCurrent", "crdr": "credit", "presentation": "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit-details-textual", "lang": "en-us", "role": "label", "us-gaap:LinesOfCreditCurrent", { "terseLabel": "Line of Credit, Current", "documentation": "The carrying value as of the balance sheet date of the current portion of long-term obligations drawn from a line of credit, which is a bank's commitment to make loans up to a specific amount. Examples of items that might be included in the application of this element may consist of letters of credit, standby letters of credit, and revolving credit arrangements, under which borrowings can be made up to a maximum amount as of any point in time conditional on satisfaction of specified terms before, as of and after the date of drawdowns on the line. Includes short-term obligations that would normally be classified as current liabilities but for which (a) postbalance sheet date issuance of a long-term obligation to refinance the short-term obligation on a long-term basis, or (b) the enterprise has entered into a financing agreement that clearly permits the enterprise to refinance the short-term obligation on a long-term basis and the following conditions are met (1) the agreement does not expire within 1 year and is not cancelable by the lender except for violation of an objectively determinable provision, (2) no violation exists at the BS date, and (3) the lender has entered into the financing agreement is expected to be financially capable of honoring the agreement.", "auth ref": "r124", "r206", "srt:LitigationCaseAxis", { "xbrlytype": "stringItemType", "nsuri": "http://fasb.org/srt/2024", "localname": "LitigationCaseAxis", "presentation": "http://www.hbfuller.com/20241130/role/statement-note-14-commitments-and-contingencies-asbestos-related-lawsuits-and-claims-details", "lang": "en-us", "role": "label", "srt:LitigationCaseAxis", { "terseLabel": "Litigation Case [Axis]", "documentation": "Information by type of judicial proceeding, alternative dispute resolution or claim.", "auth ref": "r124", "srt:LitigationCaseTypeDomain", { "xbrlytype": "domainItemType", "nsuri": "http://fasb.org/srt/2024", "localname": "LitigationCaseTypeDomain", "presentation": "http://www.hbfuller.com/20241130/role/statement-note-14-commitments-and-contingencies-asbestos-related-lawsuits-and-claims-details", "lang": "en-us", "role": "label", "srt:LitigationCaseTypeDomain", { "terseLabel": "Litigation Case [Domain]", "documentation": "Judicial proceeding, alternative dispute resolution or claim. 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Excludes lease obligation.", "auth ref": "r42", "r210", "r508", "r523", "r1072", "r1073", "r1104", "r1410", "us-gaap:LongTermDebtCurrent", { "xbrlytype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LongTermDebtCurrent", "crdr": "credit", "presentation": "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit-longterm-debt-details", "lang": "en-us", "role": "label", "us-gaap:LongTermDebtCurrent", { "terseLabel": "Less: current maturities", "documentation": "Amount, after deduction of unamortized premium (discount) and debt issuance cost, of long-term debt classified as current. 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The element may be used in both the balance sheet and disclosure in the same submission.", "auth ref": "r1375", "r1377", "r1378", "r1379", "us-gaap:LongTermDebtMaturitiesRepaymentsOfPrincipalAfterYearFive", { "xbrlytype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LongTermDebtMaturitiesRepaymentsOfPrincipalAfterYearFive", "crdr": "credit", "presentation": "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit-maturities-of-long
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These are debt arrangements that originally required repayment more than twelve months after issuance or greater than the normal operating cycle of the company, if longer." } } }, "auth ref": { "r42": "r72", "r1230", "r1231", "r1232" } }, "us-gaap LossContingencyClaimsSettledNumber": { "xbrltype": "integerItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LossContingencyClaimsSettledNumber", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-14-commitments-and-contingencies-asbestos-related-lawsuits-and-claims-details": { "lang": { "en-us": { "role": { "label": "us-gaap LossContingencyClaimsSettledNumber", "terselabel": "Lawsuits and claims settled", "documentation": "Number of claims settled." } } }, "auth ref": { "r1243": "r1245" } } }, "us-gaap LossContingencyReceivable": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LossContingencyReceivable", "crd": "debit", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-14-commitments-and-contingencies-asbestos-related-lawsuits-and-claims-details": { "lang": { "en-us": { "role": { "label": "us-gaap LossContingencyReceivable", "terselabel": "Insurance payments received or expected to be received", "documentation": "Amount of receivable related to a loss contingency accrual. 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This may include a description of a business combination or divestiture (or series of individually immaterial business combinations or divestitures) completed during the period, including background, timing, and assets and liabilities recognized and reclassified or sold. 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Financing activity cash flows include obtaining resources from owners and providing them with a return on, and a return of, their investment; borrowing money and repaying amounts borrowed, or settling the obligation, and obtaining and paying for other resources obtained from creditors on long-term credit." } } }, "auth ref": { "r313" } } }, "us-gaap NetCashProvidedByUsedInFinancingActivitiesAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NetCashProvidedByUsedInFinancingActivitiesAbstract", "presentation": { "http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-cash-flows": { "lang": { "en-us": { "role": { "label": "Cash flows from financing activities", "documentation": "Cash flows from financing activities." } } }, "auth ref": { "r313" } } }, "us-gaap NetCashProvidedByUsedInInvestingActivities": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NetCashProvidedByUsedInInvestingActivities", "crd": "debit", "calculation": { "http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-cash-flows": { "parentTag": "us-gaap CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffect", "weight": 1.0, "order": 3.0 } }, "presentation": { "http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-cash-flows": { "lang": { "en-us": { "role": { "label": "us-gaap NetCashProvidedByUsedInInvestingActivities", "totalLabel": "Net cash used in investing activities", "documentation": "Amount of cash inflow (outflow) from investing activities, including discontinued operations. 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This accounting policy may address (1) the types of plans sponsored by the entity, and the benefits provided by each plan (2) groups that participate in (or are covered by) each plan (3) how plan assets, liabilities and expenses are measured, including the use of any actuaries and (4) significant assumptions used by the entity to value plan assets and liabilities and how such assumptions are derived." } } } , "auth-ref": { "r26", "r27", "r28", "r33", "r76" } } , "us-gaap-PensionPlansDefinedBenefitMember": { "xbrltype": "domainItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "PensionPlansDefinedBenefitMember", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-amounts-in-accumulated-other-comprehensive-income-that-have-not-been-recognized-as-components-of-net-periodic-benefit-cost-details": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-asset-allocation-details": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-change-in-benefit-obligation-and-plan-assets-details": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-changes-in-the-level-3-plan-assets-of-pension-and-other-postretirement-plans-details": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-components-of-net-periodic-benefit-cost-details": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-expected-cash-flows-for-employer-contributions-and-expected-benefit-payments-details": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-fair-value-of-plan-assets-details": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-pension-plans-with-accumulated-benefit-and-projected-benefit-obligations-in-excess-of-plan-assets-details": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-statement-of-financial-position-as-of-fiscal-year-end-details": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-weighted-average-assumption-used-to-determine-benefit-obligations-and-net-costs-details": { "http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information-balance-sheet-information-details": { "lang": { "en-us": { "role": { "label": "Pension Plan [Member]", "documentation": "Plan designed to provide participant with pension benefits. 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Does not include preferred shares that have been repurchased." } } } , "auth-ref": { "r135", "r954", "r973", "r1448", "r1449" } } , "us-gaap-PreferredStockValueOutstanding": { "xbrltype": "monetaryItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "PreferredStockValueOutstanding", "credit": "credit", "calculation": { "http://www.hbfuller.com/20241130/role/statement-consolidated-balance-sheets": { "parentTag": "us-gaap-StockholdersEquity", "weight": -1.0, "order": -1.0 } } , "presentation": { "http://www.hbfuller.com/20241130/role/statement-consolidated-balance-sheets": { "lang": { "en-us": { "role": { "label": "Preferred stock (no shares outstanding) Shares authorized lu2013-10.045.900", "documentation": "Value of nonredeemable preferred shares and preferred shares redeemable solely at option of issuer, held by shareholders. Excludes preferred shares repurchased and held as treasury shares." } } } , "auth-ref": { "r135", "r954" } } , "us-gaap-PrepaidTaxes": { "xbrltype": "monetaryItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "PrepaidTaxes", "credit": "debit", "calculation": { "http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information-balance-sheet-information-details": { "parentTag": "us-gaap-OtherAssetsCurrent", "weight": -1.0, "order": 3.0 } } , "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information-balance-sheet-information-details": { "lang": { "en-us": { "role": { "label": "Prepaid income taxes", "documentation": "Amount of asset related to consideration paid in advance for income and other taxes that provide economic benefits within a future period of one year or the normal operating cycle, if longer." } } } , "auth-ref": { "r1041", "r1060", "r1201" } } , "ful-PrepaidTaxesOtherThanIncomeTaxes": { "xbrltype": "monetaryItem", "nsuri": "http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information-balance-sheet-information-details": { "parentTag": "us-gaap-OtherAssetsCurrent", "weight": -1.0, "order": 0.0 } } , "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-4-supplemental-financial-statement-information-balance-sheet-information-details": { "lang": { "en-us": { "role": { "label": "ful-PrepaidTaxesOtherThanIncomeTaxes", "terserLabel": "Prepaid taxes other than income taxes", "documentation": "Amount of asset related to consideration paid in advance taxes other than income taxes." } } } , "auth-ref": { "us-gaap-ProceedsFromInsuranceSettlementInvestingActivities": { "xbrltype": "monetaryItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ProceedsFromInsuranceSettlementInvestingActivities", "credit": "debit", "calculation": { "http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-cash-flows": { "parentTag": "us-gaap-NetCashProvidedByUsedInInvestingActivities", "weight": -1.0, "order": 0.0 } } , "presentation": { "http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-cash-flows": { "lang": { "en-us": { "role": { "label": "Proceeds from insurance recoveries", "terserLabel": "Proceeds from Insurance Settlement, Investing Activities", "documentation": "Amount of cash inflow for proceeds from settlement of insurance claim, classified as investing activities. Excludes insurance settlement classified as operating activities." } } } , "auth-ref": { "r17", "r47" } } , "us-gaap-ProceedsFromIssuanceOfLongTermDebt": { "xbrltype": "monetaryItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ProceedsFromIssuanceOfLongTermDebt", "credit": "debit", "calculation": { "http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-cash-flows": { "parentTag": "us-gaap-NetCashProvidedByUsedInFinancingActivities", "weight": -1.0, "order": 4.0 } } , "presentation": { "http://www.hbfuller.com/20241130/role/statement-consolidated-statements-of-cash-flows": { "lang": { "en-us": { "role": { "label": "Proceeds from issuance of long-term debt", "documentation": "The cash inflow from a debt initially having maturity due after one year or beyond the operating cycle, if longer." } } } , "auth-ref": { "r49", "r931" } } , "us-gaap-ProceedsFromIssuanceOfSharesUnderIncentiveAndShareBasedCompensationPlansIncludingStockOptions": { "xbrltype": "monetaryItem", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ProceedsFromIssuanceOfSharesUnderIncentiveAndShareBasedCompensationPlansIncludingStockOptions", "credit": "debit", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-9-accounting-for-share-based-compensation-details-textual": { "lang": { "en-us": { "role": { "label": "us-gaap-ProceedsFromIssuanceOfSharesUnderIncentiveAndShareBasedCompensationPlansIncludingStockOptions", "terserLabel": "Proceeds, Issuance of Shares, Share-Based Payment Arrangement, Including Option Exercised", "documentation": "Amount of cash inflow from issuance of shares under share-based payment arrangement. 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[illegible]

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Includes, but is not limited to, cost for computer software product to be sold, leased, or otherwise marketed and writeoff of research and development assets acquired in transaction other than business combination or joint venture formation or both. Excludes write down of intangible asset acquired in business combination or from joint venture formation or both, used in research and development activity." } }, "auth ref": ["r681", "r1034", "r1054", "r1406"]; "us-gaap RestrictedStockMember": { "xbrlType": "domainItemType"; "nsuri": "http://fasb.org/us-gaap/2024"; "localname": "RestrictedStockMember"; "presentation": ["http://www.hbfüller.com/20241130/role/statement-note-9-accounting-for-sharebased-compensation": { "http://www.hbfüller.com/20241130/role/statement-note-9-accounting-for-sharebased-compensation-details-textual": { "lang": "en-us"; "role": "label"; "Restricted Stock Member": "documentation"; "Stock including a provision that prohibits sale or substantive sale of an equity instrument for a specified period of time or until specified performance conditions are met." } }, "auth ref": ["r54"]; "us-gaap RestrictedStockUnitsRSUMember": { "xbrlType": "domainItemType"; "nsuri": "http://fasb.org/us-gaap/2024"; "localname": "RestrictedStockUnitsRSUMember"; "presentation": ["http://www.hbfüller.com/20241130/role/statement-note-9-accounting-for-sharebased-compensation": { "http://www.hbfüller.com/20241130/role/statement-note-9-accounting-for-sharebased-compensation-details-textual": { "http://www.hbfüller.com/20241130/role/statement-note-9-accounting-for-sharebased-compensation-nonvested-restricted-stock-activity-details": { "lang": "en-us"; "role": "label"; "Restricted Stock Units (RSUs) [Member]": "documentation"; "Share instrument which is convertible to stock or an equivalent amount of cash, after a specified period of time or when specified performance conditions are met." } }, "auth ref": [] , "us-gaap RestructuringAndRelatedActivitiesDisclosureTextBlock": { "xbrlType": "textBlockItemType"; "nsuri": "http://fasb.org/us-gaap/2024"; "localname": "RestructuringAndRelatedActivitiesDisclosureTextBlock"; "presentation": ["http://www.hbfüller.com/20241130/role/statement-note-3-restructuring-actions": { "lang": "en-us"; "role": "label"; "label": "Restructuring and Related Activities Disclosure [Text Block]"; "documentation": "The entire disclosure for restructuring and related activities. Description of restructuring activities such as exit and disposal activities, include facts and circumstances leading to the plan, the expected plan completion date, the major types of costs associated with the plan activities, total expected costs, the accrual balance at the end of the period, and the periods over which the remaining accrual will be settled." } }, "auth ref": ["r462", "r463", "r465", "r468", "r473"]; "us-gaap RestructuringAndRelatedCostExpectedCost1": { "xbrlType": "monetaryItemType"; "nsuri": "http://fasb.org/us-gaap/2024"; "localname": "RestructuringAndRelatedCostExpectedCost1"; "crdr": "debit"; "presentation": ["http://www.hbfüller.com/20241130/role/statement-note-3-restructuring-actions-details-textual": { "lang": "en-us"; "role": "label"; "us-gaap RestructuringAndRelatedCostExpectedCost1": "terseLabel"; "Restructuring and Related Cost Expected Cost"; "documentation": "Amount expected to be recognized in earnings for the specified restructuring cost." } }, "auth ref": ["r464", "r467", "r470", "r472"]; "us-gaap RestructuringCharges": { "xbrlType": "monetaryItemType"; "nsuri": "http://fasb.org/us-gaap/2024"; "localname": "RestructuringCharges"; "crdr": "debit"; "presentation": ["http://www.hbfüller.com/20241130/role/statement-note-3-restructuring-actions-restructuring-charges-details": { "lang": "en-us"; "role": "label"; "Restructuring Charges"; "documentation": "Amount of expenses associated with exit or disposal activities pursuant to an authorized plan. 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Tax collected from customer is tax assessed by governmental authority that is both imposed on and concurrent with specific revenue-producing transaction, including, but not limited to, sales, use, value added and excise."}}}, "auth-ref": {"r217": "r218", "r354": "r361", "r362": "r376", "r382": "r385", "r387": "r389", "r546": "r547", "r837"}}, "us-gaap RevenueFromContractWithCustomerPolicyTextBlock": {"xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "RevenueFromContractWithCustomerPolicyTextBlock", "presentation": {"http://www.hbfuller.com/20241130/role/statement-significant-accounting-policies-policies"}], "lang": {"en-us": {"role": {"label": "Revenue from Contract with Customer [Policy Text Block]", "documentation": "Disclosure of accounting policy for revenue from contract with customer."}}}, "auth-ref": {"r237": "r538", "r539", "r540", "r541", "r542", "r543", "r544", "r545", "r1035"}}, "us-gaap RevolvingCreditFacilityMember": {"xbrltype": 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A major class is composed of intangible assets that can be grouped together because they are similar, either by nature or by their use in the operations of the company."}}}, "auth-ref": {"r1216", "r1221"}}, "us-gaap ScheduleOfAllocationOfPlanAssetsTableTextBlock": {"xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfAllocationOfPlanAssetsTableTextBlock", "presentation": {"http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-tables": {"parentTag": "en-us", "role": {"label": "Schedule of Allocation of Plan Assets [Table Text Block]", "documentation": "Tabular disclosure of the major categories of plan assets of pension plans and/or other employee benefit plans. 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This type of arrangement is distinguished from broader based employee benefit plans as it is usually tailored to the employee. Disclosure also typically includes the amount of related compensation expense recognized during the reporting period, the number of shares or units issued during the period under such arrangements, and the carrying amount as of the balance sheet date of the related liability." } } }, "auth-ref": { "r24": { "r73": { "r77": { "r181": { "us-gaap_ScheduleOfDeferredTaxAssetsAndLiabilitiesTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfDeferredTaxAssetsAndLiabilitiesTableTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-11-income-taxes-tables": { "lang": { "en-us": { "role": { "label": "Schedule of Deferred Tax Assets and Liabilities [Table Text Block]", "documentation": "Tabular disclosure of the components of net deferred tax asset or liability recognized in an entity's statement of financial position, including the following: the total of all deferred tax liabilities, the total of all deferred tax assets, the total valuation allowance recognized for deferred tax assets." } } }, "auth-ref": { "r1355": { "us-gaap_ScheduleOfDerivativeInstrumentsGainLossInStatementOfFinancialPerformanceTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfDerivativeInstrumentsGainLossInStatementOfFinancialPerformanceTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-12-financial-instruments-tables": { "lang": { "en-us": { "role": { "label": "Derivative Instruments Gain (Loss) [Table Text Block]", "documentation": "Tabular disclosure of the location and amount of derivative instruments and nonderivative instruments designated as hedging instruments reported before netting adjustments, and the amount of gain (loss) on derivative instruments and nonderivative instruments designated and qualified as hedging instruments." } } }, "auth-ref": { "r102": { "r104": { "r748": { "us-gaap_ScheduleOfDisposalGroupsIncludingDiscontinuedOperationsIncomeStatementBalanceSheetAndAdditionalDisclosuresTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfDisposalGroupsIncludingDiscontinuedOperationsIncomeStatementBalanceSheetAndAdditionalDisclosuresTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-2-acquisitions-and-divestiture-tables": { "lang": { "en-us": { "role": { "label": "Disposal Groups, Including Discontinued Operations [Table Text Block]", "documentation": "Tabular disclosure of information related to a disposal group. Includes, but is not limited to, a discontinued operation, disposal classified as held for sale or disposed of by means other than sale or disposal of an individually significant component." } } }, "auth-ref": { "r25": { "r37": { "r43": { "r111": { "r112": { "r113": { "r114": { "r115": { "r116": { "r118": { "r119": { "r120": { "r172": { "us-gaap_ScheduleOfEarningsPerShareBasicAndDilutedTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfEarningsPerShareBasicAndDilutedTableTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-1-nature-of-business-and-summary-of-significant-accounting-policies-tables": { "lang": { "en-us": { "role": { "label": "Schedule of Earnings Per Share, Basic and Diluted [Table Text Block]", "documentation": "Tabular disclosure of an entity's basic and diluted earnings per share calculations, including a reconciliation of numerators and denominators of the basic and diluted per-share computations for income from continuing operations." } } }, "auth-ref": { "r1185": { "us-gaap_ScheduleOfEffectOfSignificantUnobservableInputsChangesInPlanAssetsTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfEffectOfSignificantUnobservableInputsChangesInPlanAssetsTableTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-tables": { "lang": { "en-us": { "role": { "label": "Schedule of Effect of Significant Unobservable Inputs, Changes in Plan Assets [Table Text Block]", "documentation": "Tabular disclosure of the effect of fair value measurements using significant unobservable inputs (Level 3) on changes in plan assets of pension plans and/or other employee benefit plans for the period." } } }, "auth-ref": { "r1282": { "us-gaap_ScheduleOfEffectiveIncomeTaxRateReconciliationTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfEffectiveIncomeTaxRateReconciliationTableTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-11-income-taxes-tables": { "lang": { "en-us": { "role": { "label": "Schedule of Effective Income Tax Rate Reconciliation [Table Text Block]", "documentation": "Tabular disclosure of the reconciliation using percentage or dollar amounts of the reported amount of income tax expense attributable to continuing operations for the year to the amount of income tax expense that would result from applying domestic federal statutory tax rates to pretax income from continuing operations." } } }, "auth-ref": { "r692": { "r1092": { "r1350": { "srt_ScheduleOfEquityMethodInvestmentEquityMethodInvesteeNameAxis": { "xbrltype": "stringItem", "nsuri": "http://fasb.org/srt/2024", "localname": "ScheduleOfEquityMethodInvestmentEquityMethodInvesteeNameAxis", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-1-nature-of-business-and-summary-of-significant-accounting-policies": { "http://www.hbfuller.com/20241130/role/statement-note-1-nature-of-business-and-summary-of-significant-accounting-policies-details-textual": { "lang": { "en-us": { "role": { "label": "Investment Name [Axis]", "documentation": "Information by name of investment including named security. Excludes entity that is consolidated." } } }, "auth-ref": { "r396": { "r397": { "r398": { "r725": { "r1149": { "r1150": { "r1151": { "r1361": { "r1362": { "r1363": { "r1364": { "us-gaap_ScheduleOfExpectedBenefitPaymentsTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfExpectedBenefitPaymentsTableTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-10-pension-and-postretirement-benefits-tables": { "lang": { "en-us": { "role": { "label": "Schedule of Expected Benefit Payments [Table Text Block]", "documentation": "Tabular disclosure of benefits expected to be paid by pension plans and/or other employee benefit plans in each of the next five fiscal years and in the aggregate for the five fiscal years thereafter." } } }, "auth-ref": { "r185": { "us-gaap_ScheduleOfFairValueAssetsAndLiabilitiesMeasuredOnRecurringBasisTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfFairValueAssetsAndLiabilitiesMeasuredOnRecurringBasisTableTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-13-fair-value-measurements-tables": { "lang": { "en-us": { "role": { "label": "Schedule of Fair Value, Assets and Liabilities Measured on Recurring Basis [Table Text Block]", "documentation": "Tabular disclosure of assets and liabilities, including financial instruments measured at fair value that are classified in stockholders' equity, if any, that are measured at fair value on a recurring basis. The disclosures contemplated herein include the fair value measurements at the reporting date by the level within the fair value hierarchy in which the fair value measurements in their entirety fall, segregating fair value measurements using quoted prices in active markets for identical assets (Level 1), significant other observable inputs (Level 2), and significant unobservable inputs (Level 3). } } }, "auth-ref": { "r1375": { "r1376": { "us-gaap_ScheduleOfGoodwillTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfGoodwillTableTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-5-goodwill-and-other-intangible-assets-tables": { "lang": { "en-us": { "role": { "label": "Schedule of Goodwill [Table Text Block]", "documentation": "Tabular disclosure of goodwill by reportable segment and in total which includes a rolloffward schedule." } } }, "auth-ref": { "r1061": { "r1203": { "r1204": { 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and liabilities assumed. May include but not limited to the following: (a) acquired receivables, (b) contingencies recognized at the acquisition date, and (c) the fair value of noncontrolling interests in the acquiree." } } }, "auth-ref": { "r197": { "us-gaap_ScheduleOfRestructuringAndRelatedCostsTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfRestructuringAndRelatedCostsTableTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-3-restructuring-actions-tables": { "lang": { "en-us": { "role": { "label": "Restructuring and Related Costs [Table Text Block]", "documentation": "Tabular disclosure of costs incurred for restructuring including, but not limited to, exit and disposal activities, remediation, implementation, integration, asset impairment, and charges against earnings from the write down of assets." } } }, "auth-ref": { "r69": { "r174": { "r175": { "us-gaap_ScheduleOfRestructuringReserveByTypeOfCostTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfRestructuringReserveByTypeOfCostTableTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-3-restructuring-actions-tables": { "lang": { "en-us": { "role": { "label": "Schedule of Restructuring Reserve by Type of Cost [Table Text Block]", "documentation": "Tabular disclosure of an entity's restructuring reserve that occurred during the period associated with the exit from or disposal of business activities or restructurings for each major type of cost. This element may also include a description of any reversal and other adjustment made during the period to the amount of an accrued liability for restructuring activities. This element may be used to encapsulate the roll forward presentations of an entity's restructuring reserve by type of cost and in total, and explanation of changes that occurred in the period." } } }, "auth-ref": { "r70": { "r176": { "us-gaap_ScheduleOfRevenuesFromExternalCustomersAndLongLivedAssetsByGeographicalAreasTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfRevenuesFromExternalCustomersAndLongLivedAssetsByGeographicalAreasTableTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-15-segments-tables": { "lang": { "en-us": { "role": { "label": "Schedule of Revenue from External Customers and Long-Lived Assets by Geographical Areas [Table Text Block]", "documentation": "Tabular disclosure of information concerning material long-lived assets (excluding financial instruments, customer relationships with financial institutions, mortgage and other servicing rights, deferred policy acquisition costs, and deferred taxes assets) located in identified geographic areas and/or the amount of revenue from external customers attributed to that country from which revenue is material. An entity may also provide subtotals of geographic information about groups of countries." } } }, "auth-ref": { "r66": { "r149": { "us-gaap_ScheduleOfSegmentReportingInformationBySegmentTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfSegmentReportingInformationBySegmentTableTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-15-segments-tables": { "lang": { "en-us": { "role": { "label": "Schedule of Segment Reporting Information by Segment [Table Text Block]", "documentation": "Tabular disclosure of the profit or loss and total assets for each reportable segment. An entity discloses certain information on each reportable segment if the amounts (a) are included in the measure of segment profit or loss reviewed by the chief operating decision maker or (b) are otherwise regularly provided to the chief operating decision maker, even if not included in that measure of segment profit or loss." } } }, "auth-ref": { "r61": { "r62": { "r63": { "us-gaap_ScheduleOfShareBasedCompensationStockOptionsActivityTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfShareBasedCompensationStockOptionsActivityTableTextBlock", "presentation": { "http://www.hbfuller.com/20241130/role/statement-note-9-accounting-for-

sharebased compensation tables" }, {"lang": "en-us", "role": "label", "label": "Share-Based Payment Arrangement, Option, Activity [Table Text Block]", "documentation": "Tabular disclosure for stock option plans. Includes, but is not limited to, outstanding awards at beginning and end of year, grants, exercises, forfeitures, and weighted average grant date fair value." }, {"auth_ref": "r34", "r35", "r189" }, {"us-gaap-ScheduleOfUnrecognizedTaxBenefitsRollForwardTableTextBlock", "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfUnrecognizedTaxBenefitsRollForwardTableTextBlock", "presentation": "http://www.hbfuller.com/20241130/role/statement-note-11-income-taxes-tables" }, {"lang": "en-us", "role": "label", "label": "Schedule of Unrecognized Tax Benefits Roll Forward [Table Text Block]", "documentation": "Tabular disclosure of the change in unrecognized tax benefits." }, {"auth_ref": "r700", "r1091" }, {"us-gaap-ScheduleOfFiniteLivedIntangibleAssetsFutureAmortizationExpenseTableTextBlock", "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": 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{"us-gaap-SecuredOvernightFinancingRateSoftMember", "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "SecuredOvernightFinancingRateSoftMember", "presentation": "http://www.hbfuller.com/20241130/role/statement-note-7-notes-payable-longterm-debt-and-lines-of-credit", "documentation": "Interest rate at which bank can borrow U.S. dollar overnight while posting U.S. Treasury bond as collateral." }, {"auth_ref": "r1372" }, {"us-gaap-SecuredOvernightFinancingRateSoftOvernightIndexSwapRateMember", "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "SecuredOvernightFinancingRateSoftOvernightIndexSwapRateMember", "presentation": "http://www.hbfuller.com/20241130/role/statement-note-12-financial-instruments", "documentation": "Fixed rate on U.S. dollar, constant notional interest rate swap that has its variable rate leg referenced to Secured Overnight Financing Rate (SOFR) with no additional spread over SOFR on variable rate 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That is the same as the standard deviation of the differences in the natural logarithms of the stock prices plus dividends, if any, over the period." } } }, "auth ref": "f", "r666" } } }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsRiskFreeInterestRate": "f", "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsRiskFreeInterestRate", "presentation": "f", "http://www.hbfuller.com/20241130/role/statement-note-9-accounting-for-sharebased-compensation-nonvested-restricted-stock-activity-details"/, "lang": "f", "en-us": "f", "role": "f", "label": "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsRiskFreeInterestRate", "documentation": "The risk free interest rate assumption that is used in valuing an option on its own shares." } } }, "auth ref": "f", "r668" } } }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsWeightedAverageVolatilityRate": "f", "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsWeightedAverageVolatilityRate", "presentation": "f", "http://www.hbfuller.com/20241130/role/statement-note-9-accounting-for-sharebased-compensation-nonvested-restricted-stock-activity-details"/, "lang": "f", "en-us": "f", "role": "f", "label": "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsWeightedAverageVolatilityRate", "documentation": "Rate of weighted average expected volatility for award under share based payment arrangement." } } }, "auth ref": "f", "r666" } } }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardNumberOfSharesAvailableForGrant": "f", "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardNumberOfSharesAvailableForGrant", "presentation": "f", "http://www.hbfuller.com/20241130/role/statement-note-9-accounting-for-sharebased-compensation-nonvested-restricted-stock-activity-details"/, "lang": "f", "en-us": "f", "role": "f", "label": "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardNumberOfSharesAvailableForGrant", "terseLabel": "Share-Based Compensation Arrangement by Share-Based Payment Award, Number of Shares Available for Grant (in shares)", "documentation": "The difference between the maximum number of shares (or other type of equity) authorized for issuance under the plan (including the effects of amendments and adjustments), and the sum of: 1) the number of shares (or other type of equity) already issued upon exercise of options or other equity based awards under the plan; and 2) shares (or other type of equity) reserved for issuance on granting of outstanding awards, net of cancellations and forfeitures, if applicable." } } }, "auth ref": "f", "r77" } } }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsExercisableNumber": "f", "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsExercisableNumber", "presentation": "f", "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsExercisableNumber", "presentation": "f", "http://www.hbfuller.com/20241130/role/statement-note-9-accounting-for-sharebased-compensation-nonvested-restricted-stock-activity-details"/, "lang": "f", "en-us": "f", "role": "f", "label": "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsExercisableNumber", "terseLabel": "Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercisable, Number (in shares)", "documentation": "The number of shares into which fully or partially vested stock options outstanding as of the balance sheet date can be currently converted under the option plan." } } }, "auth ref": "f", "r647" } } }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsExercisesInPeriodTotalIntrinsicValue": "f", "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsExercisesInPeriodTotalIntrinsicValue", "presentation": "f", "http://www.hbfuller.com/20241130/role/statement-note-9-accounting-for-sharebased-compensation-nonvested-restricted-stock-activity-details"/, "lang": "f", "en-us": "f", "role": "f", "label": "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsExercisesInPeriodTotalIntrinsicValue", "terseLabel": "Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercises in Period, Intrinsic Value", "documentation": "Amount of accumulated difference between fair value of underlying shares on dates of exercise and exercise price on options exercised (or share units converted) into shares." } } }, "auth ref": "f", "r660" } } }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsForfeituresAndExpirationsInPeriod": "f", "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsForfeituresAndExpirationsInPeriod", "presentation": "f", "http://www.hbfuller.com/20241130/role/statement-note-9-accounting-for-sharebased-compensation-nonvested-restricted-stock-activity-details"/, "lang": "f", "en-us": "f", "role": "f", "label": "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsForfeituresAndExpirationsInPeriod", "negatedLabel": "Forfeited or cancelled (in shares)", "documentation": "For presentations that combine terminations, the number of shares under options that were cancelled during the reporting period as a result of occurrence of a terminating event specified in contractual agreements pertaining to the stock option plan or that expired." } } }, "auth ref": "f", "r1328" } } }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsForfeituresAndExpirationsInPeriodWeightedAverageExercisePrice": "f", "xbrltype": "perShareItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname":

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/9FWDH.A1B+QSM.X5.RA201 M.V^Y&H&NMND1.194741T.GV>YJ12^R=E.Q52ST>V.Y59N&4412IKZ9+18P1IRAB@6_MF74IX3&1#<G.I27E1AU\$=>V.2^<#17?ZRRYQV^A^
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 ?>BS@E!<6!ME>>O&X\$THV+!LVG!6K!#H-DR+!>BD 8%<C.B2B!<0F&GWH!HG%>L#L!<M!<6Y!<E>XER>Z!M7U!<E!<H&6C%>I&VCG!VQ%>XVNI<^>F/5.\$+>F!T&H&S\$S\$ M%>H\$<?>
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 O!<H%>1L!\$1W%>Y&F!Y0L20D.SN740KWMY&C!P4XZ<^>@.8L6.1N!0T0?>I\$VH?<^!<NBOY!<M&BPN!<S!4Z6H!<K6!1<^<50<8C&K<^>Q@>1?>7!<GY0%>?PN!<3W!>L0>>L.R
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 M!<BTO&A3Q2E!<KHL=>VE6&40!<L!<0!<B!<U!<D!<U!<C0%>S7?>^!<#>P+!<VP=AP<+ MBL!<W!<T!<X!<VCPU!<R!<R28!<P+!<P!<@!<O!<F!<E!<W!<T3%>R&F&9\$>H!<N&Z!<P!<N!<MSK6<^>VN0R2?>
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 U!<S!<+!<6!<Q00\$ M.2R<2CB!<H!<O!<S!<MEG!<O M!<5NE<^<H25.C07!<@<F!<W!<2%>V.6 \$84U.0?>7!<MKW2!<N.W!<D M!<X%>X<^<B!<M*>S!<VX2DFZ M8!<A<Y\$!<=>A7AT3PT0!<6!<1AL*!<N7P.M!<N2P!<F2
 6SYB>#><@<S!<TA0\$X07?>T!<MB8.6>1P!<ML7!<3EZT0?>T!<UAUNIE=7B=>B!<1GR26P&64!<+!<13DN2+>B4S!<^<5P!<AQ3 M!<S!<XOT!<J5X+50F!<V!<+>4.V!<\$.!<J\$ YO%>\$.<VMV!>
 M!<Y!<1.4EN M!<D!<MKGGO!<W!<0.P!<@<MR!<M!<PIKAY!>#><^<0.9W!<GNG>#>@<QZY0!<L6L5!<T!<K668!<1G5U!<0!<YD!<^!<+!<44!<8!<D!<M!<S!<2!<+!<S!<+!<0=>+!<Y!<S!<C?>
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 !<B!<T!<W!<4!<Q!<+>M!<M!<6!<Q!<V!<S!<Q!<YR0?>T!<YB!<W02?<P!<R8R!<Z!<H!<A<S!<V!<S!<D!<V!<M!<64!<B0!<4!<C!<Y&G!<F!<E!<F!<B!<J!<E!<Z!<M!<9!<K!<S0&K!<E!<^<X!<A<CS7?>70!<Q!<N!<C!<6!<W!<+!<M!<Y!<E!<6!<M!<K!<U!<6<8%<^<^<^<J!<G!<J!<F!<S0L!<P84?>7V=>S!<Z0!<T!<N!<M!<Y&N!<2P!<V!<G!<I&S!<3!<63!<V!<S!<L!<N!<L!<H!<D!<S!<G0X!<AS!<0!<N!<W!<X&S!<F!<E!<F!<B!<J!<E!<Z!<M!<9!<K!<S0&K!<E!<^<X!<A<CS7?>70!<Q!<N!<C!<6!<W!<+!<M!<Y!<E!<6!<M!<K!<U!<6<8%<^<^<^<J!<G!<J!<F!<S0L!<P84?>7V=>S!<Z0!<T!<N!<M!<Y&N!<2P!<V!<G!<I&S!<3!<63!<V!

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M5\$SN G05?178M6U Z3Z6 FH9C D>Y2 4M9*N=(GI@M AITNN9-.71%OR2 M5.R4?@<R?I2D?RSKB.5.?AL\$DR# (&9Y4 4D<(<I 4\$F?TAIU/LJI/UCB MOHS:VO.CIIF+OIYDYVE04\$YF<=>@&I+A 8<5T44NU1=98GHIH?WJ%O MIO?=-O5E80?>6XP<+I+1I0>=<0\$S1>U>C?UOD E (4DP4T*2Q>)/~?W/O MWH452(<E2B29?F.S@I(IAL2P4K1QI)~?C?YWO4 13%3VE+130Q?V?O?EDP120> MT#P 2H.)JG?O?QSDQJ4Z?IDJHJ?X?A*2X)I1J#>=10U/7U0\$3HIO M 8IV>PPY&ICJ1IEF7ZQ><ICOR*7MI #D\$SK1U?587375^<H\$PTH+E>?<CU MEI?XZ<6IHZ=2>I>QO?Z>L=C9J+UGYLRMSH?8?2B?RS5G3X.OES*8N.ZIP~NHP9 MPZ?FWL\$?7N13?GOIN+L?B#B+NGUBM@GCI< WUIFEO@IA.#LNI@?>=U6M4L9U06?22HTF9?A1.BID?2JE 8.UO LI<=53=1?WN 9.A3.X'U F4WUJW?X?X02\$16% MWRZ?O=TN3 MH_@<3PZYW W#?<TJ9.UO.NDIR=3VC.FEMS@<IR4CFEMRAKD7LGX.\$DHRHY+?<K M1G\$F1L A8+P5R<MAB?W23BJ)=_J4F?6I4?OFCF.A2F0?H?K&A&ISDX?MLT BCDJLJ#H\$1.JLR+?=<@CBXMIZ*=-O@S\$PXIZC+JL EEFIEBS8.O&VI.MQW:CM?7NB38?I@O7<59L.XO4?K IYA<IK2%IAZUT:BI\$C4SOZ?9& H+&5NRK MG<@=I (VMIE<@B1(I&5OIKS:@<FL+OR J?S+12.WYJ.P=I2+1R&NDC=<= 2 M68I.YM?G?G9QWLX4T1METSFPF\$5/LC2M2G7%ELEI?7?W&T2.VVWH+EA.SHN MQC@=IYVLRJF 3V>+12.L8OUC? MGC?R@G?CP6AS AAL TYI.FE.MIOLICP2? CE19YI YDOWIKI@ IONE1.V?Z MB EB?L7AIN.O2KLI3?O IQ?>V?YH5IFD I@UUYE.77MTU+1L%<@R+&Y M8I9?DGZ9S49BDC=A.OY.2YA=O.%\$&I2L?M?NROH!>I&K>= GUL=C2LO M7H(HZ6COG?<F@H/LI&L'NK<=6J \$XVYQ03.B.Q02 -65&IET6F+DV+SF8? 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IE\$! 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MB1+I?Q?<I?C=<R%N?B?YIO8B^X.K1IKR7LY\$S*K+4E.I+5@DHI%0I2?<=H M?I?C\$<L?C45\$S19?>I\$+FCY <M4 G>YN>X\$YSX?X6BXY&E.DI?Y2A?IX&9W.X97 M5S.IV1CM?YBS@F<=&53?M@<?TN6%K.CYP5JRD>4FGCHDOE14R4MM<+0R+I>IENW _LII<C>T& M&IHGGI.<#DYOXZ=-G4T+VUI<=<AI+IVQDB%(BI<2^>2%XH 70IT?L>AN.%< MNI HUI+I 4&L&WUI01>=>Q35\$06WG?C@<I\$>6 IVA+I+L7L/C&Q?I/ALMH" 55I.J96FU<G<@<Y.N?<G MH6T?MNO MLU?>E NOVH1H L2 R.YB?Y? <?>LEIN?G?4I.E _UCAG6@RLML584L9@AMH+<2Z MA@<40+IITCZL1?<DZIO8I2L<2P#H&GUB.5C<18.UUUF<?<V?<1 DAUKZ @VX<3?D?M+AU+Y6<N>I3 W?IANX<+7+I1C18CVS? U?R?L?VWRT0.6O3?#<B?XQAI0@<XB M1+OONR?4QOLU3/I?Z+X&S<G?CYV80M6D?I+AC<28+ISV?XQ0\$S#<P83?>U M9B?I@4L2M4V0?<=I10L8M?G@U@I96?<0=ENNV2 <?>AMJ+<M.F3P@<54%2VZ M.Y?C\$X?<9<= <WV?H?K?Z?O13+X?#PNK?I=BW?>T\$S 9IQCX<=<B3RC M?#K@<5MC2?<@<X.G0V?#M=7TJH4VE?WG<I?74N.H2P M2<8X? MZ<D.QGS?I1 &ON?G\$#1.FE99.I&K&JH4?<I?O.LD7?I\$Z>UBZ? MP00?+7UI2U 04@<IL U>= I?W?PCF1?S?SITE2S<IM2+1+12N^X.HI6I2<5\$ M?>DR4FXI.GJZ090 <=<5VR\$ <IKD>=<@ABRN.TU.N.G U.J6I<9?#6+?%7I MZ2 .%H:2\$5\$1 EYT?5\$?D.VOR "8LEI4L7\$4MIO 5RAE#UU.#<A 47LXYC010)I9Q0XS+<E. MR@<6V7=I7N\$@<WIX I=<=U(3VWP? >7?<7GOI8<I?>A EHK.M&E.YZ4 YPY M5=C4?I\$?<UJY X3ZOHW.Z?24I8T0I?<L7?>?<WIX?FO MSI I&AH DD?O?IUT=>Y.I.L0V7=<E>=UPD IH&M?7 UO5CJD 1UNP0I?<3 MCG&T 4UW4L3JRP/9PX+D2I(BB4K1P4H1L2.90?2=< KMJIO.RJ8Z2?Y144JR.MK2\$86.UV5 %H<4487DPAI>?6H I=A@Z?K&PH L=K3U3.I?R.(805?M XW3\$8 M#I&S?B?IY4@IR?<K J\$<#6+1I2D2.NP#NYFO H8#6?K<I D V?<8AFCOA@<YF MLU+?A24=<B=I.M?H?C>I)@<?RI8?2.1IQL8 +L.CC9P.BE&A50.6B2.9QI M?<I.FED0.M#<C6O?OIG6?>Z1IUYI+I&SJM?GM9M1W47 MJMBI?I?S?7%?X6G TO\$ I5R I C80Y2V.W4?23RIS?IDBEX.3E MGL?=<I&T M&V 101H GR4 ET?<?P1QA3F8I66D MIT\$S0AD .35\$H80RP0L. <C\$X<I?M.TU.J?OQ9P/DZ6.76/DDAMP4 FN=<O?S M.#JHIV+OZ?<T&PSR8 3I0?<V\$<T?IUG YV02R TYA.WOWJZV+P?<MRIA1)98N1 M06D J99=UWOPVHVN? 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PIG.MOOSB&R45C. 2D7G07CM2.T2.NK2I C4W2=I266UUBX&ENY\$3?INTFM= "XU & M.47Y5L?<BIJMGTC?0\$9J0>60ZT@PWX@62\$SEQHECL9LVG21K<I/GKI&2OYSI5 M4W+EC78>YMOI?M4W I.DR8+<13>WJFJW18N.32\$YXP?D?QB+GN JIG3C MLHJH&IT?I226I?<Y?<#<=<I6H?I69\$>Z?38C E6.7HNW?<O?IOT O<85G5I MKBH12I?<=KR T JSA?<=715WHC+<I+PW#I/L M 9I?F ARIJL?IP0A85.ZI?I269F5E2XJBGWC10.OI&CTY0>=>RWH?>#A M?F4I625.6.K6KB@9EJW.I.B1+PKJIDXHJ3?Y%K 8.HI WWOVF?M3P?V?3 M90U+HJ\$W5I9H.#57X+O5&8SX.R5=Q?#548.IPV5.6IUY?MY:9LA\$50WU?N MLAC3.1#D4?PCFVU.MB399+T&E32.&8D7.C?82OK\$ABUNE4KY0 I3.KIOF6 J9?<+J?<V4E?%I MEI3?<E&K& UD?6IK6.G?<J+NILOQ3?2?<L6%VG85+U?<O SOKU>=BI?7.6.K M39F29GCBFWT2UNM?B?DA@<IC9D.I<=<O0R1 95NB5K@<NT 8?<I00A4I ZI.MI.QD3?RK<=<POM?<M?W8A5?<IJB &KJHJ@<PUX+?<RHE=X#> <7A9\$54H IJ?< MBH?<@<Z70V+I=2ULXVNI?X W14<I>M#F?<XMSKIF?E20.WB\$+ M4I)I1I1@DD0?<F?<8I7@<I&6@OK6I MOVYZ7C13.0434I=^CJHX&82.IE\$539-9? B244B55IHEZIT?>M.<=>IJBIC<=< M&X.B.S.C.09K M?<LUQY?HJ6 I?7I02R12A.DIE.AZ1621INWB?<=<X4C&6@WIE M.#<Y#Z0?FID8N1?FJ.B.TWB>EALC.B6I/5. #6>I?I?I?<M?<S@<9I .VARNDDMS.I7R<D?H MTI=BU?I GIV1.GMXO5I0I?<@<ABJ@<7PX@<ZHWHD?#<=D48K12I?F?W?W0I>=<G9 MCOM?<I&A&K&A?I&I1LD60?<MOCTIR.6HKE&E4I0\$PITC0?<IUIH5D2?GH?M?N?70LTP\$?#12 "OVH> RE7XLI?W4H1L B?VW#&5.8WFLU 0U?HU=C K/K4I?7GSS.Z70V MTJDC&X?<B&B.DM9T?<Q\$5TK 3.<@G3O?FI0I.8.#9N.O?Z?<6I?<0I?<=F&I?<M?M?I<S4KM9I?I&BZ?F3=V<C 3.ZIMI<?7+24?<IUR6TM?S*#2?F?I94?M1LAIS4C%GEWDO\$JL M4.6EI.6BFG?>=A#/UW.D.KY<?<LGI>I/L15 WKCY&?<M.2R#DUE.<3IX5>B@<T.I?<V4I?O?OP29RGAV>?<I&OK).Z+2N@<9%O Z=H I1 M7?%<BMTD67MID.<^T.W.T?S4=N3K/O<O<^I&IQMM5 6.IRV&3D9V9 IY3VYUW19GUC=<G&E&B3?<B.LF.I?<P?F? S1 M73Q?Y?OYZSDB0L&L#?<I?L D64CIG6?I?F=I?<IKIL?<?FHRJ0VIC<I.C?<S M.OI@<I3UVT?33MOD? #6&6<11I.9CTAU0A9XK2SV L=XI2HP47&DMH.L?VYD M16%<X?T 5 4 I@I\$5I \$B0L8LMMI3<=<?%703\$B6IK4X)I#3?<I0?5?<6K M?<DHW?M6?<D49?<O5?<NJI.BHIMFDUG MLOCO.PWA\$<@D44=OAL&?<3H\$1I.UV.B7<5NOOI1=<CEH?>I?I1 RH3.<#?<I09# MCEL=I?<6I&I4X?<M?<WDESS12?<3.5&6&?Y.ANII?O19352U87LLE I&=2?<C MM8ZUUSQ1M&G/C4C=I WXXQ =I.L?<I1.<I?<T4>4 O A&W?W156<=>?<A?>=ZBI? MZOL.2?<QSK<I29A0H1I GDS36L=OR2H?<N?EL3QCG+ G<O?H568E?K7J.I)@ MB.\$Q&WE?<Y&R BCKIWL=<8RFD .JNAIUR*#YTK.M1HX5GT=Z?POI&GN.O=M?YCH0?0?V 0IP8IE 8IV."@A.N.V5R2HS 60B46QO<M7ATT?<O6B?NALLNV MWYG<60I030?2F%Z.3IV%)%>.SOL(M&EUEI?03%Q?<7L LIR?<708L\$4N9I?0 MA2I)I)MMU7V.WXJ>=<#GHE.KG?YJ9?<O-X

V 69WOCGC7FPPY3=<I+R+ITO M?>=I?<A=8J0I>G&C?IHC+I+V?3D4***9<6S5<=>7I+XNB*F?H9O?<LF3\$ I?#?<ZMC@<U18)R?<#<MC?2.T.4G2(XW4ZUCI?6G47GNE8H1>I92D6M# MAV+?<2DI4I@<I9>=IHAEX?IK6U29K?<2I^>I 65D6E1P4K?3I?ZQC6V?<D0\$N MGIF=<=>Z)I?I\$198?2YFG4I2&E=A>7C=1&W\$+I<= M7I2I6=<I?I.GRLF<?<7L5C.56PH<4K\$<0AIFZOT2&8VU?FQ= V7U?Y\$5.CU\$E MI? VJ ZI\$N\$2575IUI3=2<K S#37.%KX%0I%<@I9G5HM0.X P\$>@<I MROH04B@<UL WGLXY= 272B@>=>5T?<KUC.=TJLX-W+I?<Z&F.DU.IIWM4 MNK#=<U.O> 8WXTYI V4IKM 3\$C0?TR\$M U+<W?I.APOI>=B9Y.2B>S S.MY Z9%?K7?<T3U>+I?<UT3HJ S\$?Y7U6W&B/SO?E&A&O0I+<K5IS5ZHFHO?<O M84AFK0%UI#<6Q NO<=<VYV7N\$WDSI>U?U?O?<DBW44?<I?<WQI L<6V&L.DG39L6RC.IYF63IY?I?<MZ2.LI?<FV?I29O@<E@<?<T0T8\$3622G4=O!+U?I?<SOHD7H?>?#*40=I@<?<MIA6=EUL0B?I?VWGR0 I)=IK>=>J.R8 80R0?<6K.M?<ND1-6QIU0PZ1#A M3OI?X?6C4D?S2I3O>5=<= X9N=W.M MFI?<I.029OM+EU3U2IUO.<WRD9Q0>FWG<N?<I\$8Y?<Z\$6DI>A\$<W?<EUI?<PWL?<F.L 2Y@<L7I?W?F862Y?<IUG<DFB.WUV M+I>I>J L5ZKT?<ROE8I2X&9EJDC0?<6Y3G=<PDSMR?<=<=I\$N\$8B?<EHHM?<C9C=PR8 M5<I?<#>ZXL M1O.<Z?<F MO3.MM6FO3?7MMVHE.U9E.<I5NBNI18?0H6 7-?<Z>?<TAJE&6R?<I%<#<C M8I4 05+I&M@<FUTU?<K@<UYPT@<EX2R.KICITXSAU)<+I?E8\$?Q?<P M B=RL+X?<S(N?<O237R06I><G&8E3Y 3?>3P.I?<H?<E29C?DLFER13?2ASFK5W<8UF.CI@<A=OVIGB MOLICDM@<M G0T?<@<UYW627U&A 9?<Z16I%<?<P?HW=>K2?<LP622RHJ\$GWL M?<G?<2?<V?<V?<K&4ZSL3&LRCI24?Z?<UO E!+<WABOR3<=<A!<TGC.G=I+PN4K M6I&8P04 AP?<PL4\$?<POQ4?<I><=>#<N?<=<@<O?<K?<H7\$<N1I.6I2?<SN_<O?<I<M85I?B>=><6?<8IX9U?PIH1=X8?<@<I&+<O?YI?HJ14AX78490?<C32?<=NIAB\$?<I.P?W?I4(I\$SVQAX) M?#69? *E#<IR<6I8\$IFZ?Q?S12L7?<I?<B?<Q".@QIL?<20AIU>=I&AI08.IU MN=-I/Q<4WY5I1>SR6I5Q?<DZ.5727R3.C?3ID04 MO4S>4<XIV=Y3ICWEIYI?TMO(?<YI7.C=85W2>.>U?#7>O5@<_C^Y QO?<I?R MWH44OY<=<I&X&8GZ1A?I@<3C.O0&49JF8I?<P0BRZ?<OIXI<I?IBY M?<P?<FW8>I0<?<O IJK?PLY?<VVA4O2200@<I9I?O0?<I&Q?<=>XLICG.MTVQDI&8I2+I&A?H<4?O5QOMI&B +IXA3#=<I?<JTM?<2IGRZ6H<=<MON M3?K\$MLIUV?<TB?<I1G?<2\$T?IMQK=N.GY?V6<9?<IX>I?<D?<H?<TR98?I?FFVIMQI?<X?<I&L?<H?<O?<R5N0 I?<H1POX>+U M0#E8I3?<?<I%<F238DULB1+LNGC2D.7X4I>I.LNN9SL\$?<STI?<+I H5M?<U.<M&WL=8F?<N1I2U>=NKPVOIL67YI?<O?<NZWV.4I+RHF IJWE?<IEDO?<RPACD?<I&W.GRGLI&C=I=7M/K IJN M?<L7RHR I?P2 \$3CYU?U4XFRMNHUN WY5F1?<4XG\$<E&L.IZVY9S?F?<8P MDML 2W19445>K>?<7I.NR-IF?<#<HSS HMO3&4@<16W?<RIN+N+3@<72W?<LWGLI MG?<I6? I2B372?<K?Z?>=<L0D#<O.IJPS2IF.30P.H?2NX Z.O?<AIW?<I4?<I&E 7Y\$>L GVXIM?22?<INLEI<R>?YFANK=<=<6?<I MDQ0?<A2+ZU+I+I?<U>+I3 3?<C1ZB?<4?<YCI9>LM.5K6692OPW/D2QK4BWF ORAZ+ MCIIRI5M3%IIM.TNCU?>=JAWY4?<O?<M?<W?<KEF. M&M\$5?P2?<IHXIMJX?I?V6M02><7.2M?7=I4N7EFOS<I=I?<D?<#W.2&T?<M.(DE M?<5<OLH5UE97W5=77U@<YOZC@<I4T? M3C124X.93 2UL5?=<KPL8&AMZ?<H NO+I)DQ I?<6@<ML MGOI?<C&8?<U?<W?<#I 6W19?<I87D 4VJ?<N4I7\$SIJ?I MEXEY H 5I3>Z7?<=I?<P2N8I?<06R?<FGE<=<UO?<P.M?<FM. I?<E9E<=U.XGDP9 M?<5=2RVZ.IJ.%2>I22K\$IO5YPIE2F4U?<@<SP4I?WU4.2A?<4 Q2 R2J6Q M?<H?<NYFOKA?<I&?<K8 K#I1>=>K?<Z?<P?<KK=39I?<I?<I&5AD?<O?<F?<F3 MHTV\$?<6U?<HUI67G6?<0=<NIJF?<O?<REHNIH?<50 P2AL?<?<EVLID?<H5?<Q\$052&CE M?<6JNKIUR?<Y\$V UY=34?<Q\$?<3A?<2P4.@L?<L?<KSW?<PNOOH9%<?&lt

HHB#1=@>KUC)B:A*RO4".M\$%G,HCKID)@CD=A>K\$H.#=GEH:FTT-22IGGUEI:\$S.9Z,ITA-M%Y2(,D1-2D1-7?>M%:MEFI=HJX5-YS+@8YNIPH0S,"(OXISL3V=#H@P/I-G
JH9WJO1-K).M.DF=-B1.7KA.2S:/J-7D1+7%7W+Y5XL,F52-TI(FTS,JELVL2,1>|3W<+>-.MCPPAWFU,SL3E-IJ-R*6EOB04R+Y-3'53NH,LO1D=2608(@:9=-6R2&7B&0 MM&F0ED_G4+@D
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>G-I-14%J0&(<)&M*#EMC,N-OGF097HE,20E2.=*VLTP,N-P=STIDJ&L PY->5%43:DS&ZXHWG,MW<C1T58-97,F2P->C'NIE@&I(1%+>I-27,EJUYX0->IY-PHK' V^SPOK/X
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M'G@H7'S&D3E|'46IO2I0I0YIUJ=I=EX&E2AD36M.\$N\$W2.CV6@-I'EX&MB MGA9I70I=QDDKNEY4IT'228I-81-8D8UIZ-C7-9K?OHHI=FGM=I4EKT3J M+P\$-90%54I|F%90-E8?D>..KC1%
2<<^>@FV5-IA-2'4V-I-YL-2'GYXS7-M3-M-0||WJ>=>KA-Z-2'G9R&N90&I-1-6|GJRD4I+4+GY\$-I-2-H>6%42AGX3- NY MQG<0X@<6-5'9R&N|WJWJ|ARYH8IY.Q3-1+5VB5KKUQH|..BEQ7
9RT3IINJ3V=F=VNI-2I-QIAO)=EX5 M3-M-0||-4MM5&I-S-F&P4MILG33DLBIZ(<I=V?DI->I-S+2IYNV-C+4I-1 MJ-%&+>2T6C-8D=>E9:FE5H0?7-7<|&S- SITH=>@IAX /I4C|H|X>3I8|H8
MFJ%GHBW8.O3I<I4VMD-2T=V|FPNP=S%->4'XC-I-M-O-C&M.DS0I0I<3VYK+I+NR-Y-D>K-10)H0I(LO^>I|TGVH-I=27I)ZO+H-M%>XN:2X4I'9446@2I24><8CEAPABZY9,AS(MO-SE@9I
<2-7BCEFY+LH>I-L-M-I'F#M'G5-\$2G*WJ-S+38GPG->034ME&0+8IIM2-MIM- DI?7-Y1%0I-1 RMMO4=U-F,G&+Z@T-2I'ZO+H-A-G-I&Z-YSHKOF&BE-0-3BR&+I-NHODKX\$S5FZ">
(0TG6G<^SXE(G&66B-Y/B4BL8I"\$>2RIO'XR2T@MOI'F#8Y8D&..%EO.#" M%=-8^<^GS@|NOBS7I2>S+>EZA-V>A%<^C'O-^'YXLI@QR?>.OA-1#K+I-F.VX-41WQJXRIR4'Y&I'<KZPP*37=2&-
@-1^YH+AD|F-N-MDZ@F-I>|G5W|WJZ80R'>2&2ZM'4I(4IMH-V-&B-CAIK+2X<XCG+I|WV-YMY:3%0YKSP-IN:LOZ5O'-W=JPCVO-M-'EG+TS:CAHICJOZ3M-F>3X|I-
MD-M+2I0IVBOR-UD42=I-Y8&VZNYL7Z>URNNG&'3&3-3WB129NI@WH=(W+I+I+MFGVA-83PVEF75.222I9M4Q5-1WE%|XW2+27M>JLX\$SIE>VEK-I-1+M-OB.E<-
B=-@JPV73CXPB-V-IX=0BUJEXE'>P09'HYEPN'I0I&M*#6YOK#-I+V-Y6R@I<@48R8IO'Q'HA9-A-S=W|L+5-2-72Z2E|HUIF>IUK&WN5-M'WM>2THH/TFW
687\$F9-R2T2(XPKD64W#>'60<4AHV I7-FEVP437-OI+I+M#PIJO)ED2ECTP,IH- V3+K-W-M'W/OFYIO-Z.CID*3I\$|0DT>IYU,Q4IJ2-MINI29><@&3&LER#|I+|5I2.M:I&<Z?<
G+4WE91-WM-0:IZL">#KA2I+KY-MJI|("20GD9B09>*8:|S1T'RII+W-M#Z(S#<^C=5UEI'U8KQ45E(CV7I'0-M279>W#8AT2'9>2A1I'Y3Y<=<00I'X<=>#PBV\$RTZ-2W2&8P6'L9&IOT'8UOI
M6-3&ZTQI7PI\$BFBI8.RA->@E'X4\$BUG-2U>@=#%VOUE>/O=<&&O-M&#HEU8--WZY-Q5'W7T6'->@6L'@I3E@-I'VF'T3B@-LVTM+V675IOT#I=-E.4'YVW-P=/
M3YAS9>OV-7JH-|HC#TE=81P@=>=>I'W|XKILI0MDT5IWOTS4UAYY3-M&A'HEI9>2I..BEHT=>2'AHILBIZ64IOI+I'HOKEV& MAM>R9'F'XNFP2I>20.M:IA|JOCH OF.<N?>
JTH0DQ-9KIN2I<^>V9>I-M-IJ7\$>OAH\$SKY062H4<->N56I0I->59I87'6IMJ4I+ALC2AGZ6O.9P8A+I+M+SY-8<I0QO28I>52I+X|TA<=I&5>=76SNI-M'CI>I>
INNY&IOVNI&N13-O-GYVJIS&3%IETQIOH%2U<-->C7I\$>GODUG:59I0\$ MVKK-O-0H-7.CO<I&S-E5&R&MHLV-I-1-9QINPI<ZJPU202IX I&FHH-4N54 MA-W\$-I+0'D*VG-NX
H2-3<R1V1I7BPS1K@5BA'YI'ZU-U5C|'M#XO@IY-I- ME74VH-T8IGZ4I2+2I)WRH\$E-I+PX- WY785I'YCYCIR7H|H0I5I8I8T M6I-T*8I'F,DI6I>=ISYNSNLKTSILX
XAEI8W8F>VMOI'6K&AW49-I-K89MU'F&UJ2<I64-M2I(8V0K7I\$)'CIRK3I'>GJMTRKLDH.N.I<^I-I-MU6G7JLW-%Z-I%N'PII&I>2K\$>Q@2K\$>Q&8XS9-Q.94IY-*9>A4TPVN"IL'I
M:R2LI'0I3#T-?'@&IO&-I5+K3KC I7W?3/<%WQ3I9-.49%YVMO\$HJLOHZ MGL-7I6+AIY'I0CHIR#%9U@IW1^\$ 6IKC?2XGHI'7GICTI#1*MR.X8(=3 MP'D<R^)|8H'K?>
T&P4RP'Q@&ALP60FIRJILR3>Q&9I0L4U4\$= M@C@Y<I/L>@H<=>Q&RFE7'EM3\$>SI+I TUGVGR-OR#9D2%HEF&ONMW^Q&-#8 M'DLIF7-.I2AIO'X^<@ND\$>#3I52PLI4I& \$-O-M/AOF'
#Z-5-844Z1+I28G4-4N\$@=NOI@'AY>Q1DC91A'VY7<02I.P2#P-M'7I900">H|I#8.I'2VXI'FV72ZLGA& HK(I M5P6KWZ0I'N9>L.S|I0-ABJO
M(BBE%ONH@=>=IHOOI'9GCHN:>*X>F-W\$B1O'<0-KKJ>7I-X&S7-M-M@AS146I54I>GSZ-IJ-"E"MFKN'>D7PHI|@E@I'ZN=I-1OR-COM&5-O'E|H|9-MD>B>IHRM2>S0'05%KR-#?Z-I2#
ITU9>=>CZX2I'YI2+782&FG9-2IKGSLIZ'WBIO'=7E<^EKZM>Q.IJ2'SIH-DHJL6&L\$&I.HI AI-YMSHFG22AII@.K0I@E|I'P2I'00R UI\$>@F^CUBC7VYB,X-H-M.K0'H.EO2P#I'<^>W>OQ3-M&8<
I52Y3<#&PC6%9TZ>FVEX#5EJ6RFS'>Q00&O1-C&53=123-N1-50Y3-I.Q-M'ZIG.KNY&-"P+I'JKIK2I'H'<IHMNCU@-4I4.D3">S.A.S-&P|H>:All..U6@-MY2'HW##1L&UQ-TZ?I'L&HY(I0
<^>I<L6YJ@>?2?M4(N#>#DHI-I'P7=>?7-HI>9R(0HZ=<C.FN-I05I>?>?<T6I8">F0+GR4I|MRIDY=<N)M>#>4>I-I.50<JEC IOX.Z?T>I>B45-IX7YDQZ.ZIY5Y0SEG-PX-M0C+DSS?
I%&QXH|:|SIN-CHYI|@7EZI7/U0-Y4?&O<^?>5:|SITPB3 I MN4I#6TH-72UB:GUG-7%3IN-BITR<I'IN6-ZI%I'8I2DEEXF+K&I0I0C6G MBP.S-M#V#>
LKU8<9IS-I+|N8-RI4N&MOX%<2-A=M-2H|BOLGT3LBI9L<I-JAU2QSH=M^AIT+>=>XAW&+HFH|@3Z<=<@&9PSDBZ @-Q:TIJZ-6I2H&BFLX<=78C4 MYEN0I'KVKI.8YI|HO(SK<
J5>70@18PST->I4=>2IW4'4&DQI4V?>2=2H158R8BD M&8H8W-XURIOQKRBTI-XI-&I->XLIU0I.DLHA&S4I-Z.O.K'NY<=>I%|BYIL-M@P5+7G+I-U2U<0-I-&6XG|6WDH1C<Q?2
D&M6-M.CHG6Y@LOLU2<@B26I-2M8N9D7I.2H(AKFE,I0%2I<X+I-I*3'&2R4&PY\$CMQD:GXNOY4I'17I0I&-M0=0-S=I+I'F69S'M&K&A\$|V6SXI|JIKY'49I&B-G/I-JOQWMO\$JY55:
ME6+I22'SU\$>I'BFU'ELV126I>@G|I&U3ISS@>#RGW4VQD2I=>F+I+Y22RM4IJO-M'CI-#>VIM:RZ#AZMILGLUZO2I-0-2P2<I+60&S<=&N6I4M#=-V.0@-I-1.BHX3Z2 MP8>2XU<2I-
D7FM#F7K|RMG2B-ZW<=>-M5M-I-MM35AIHB#-9<JJKOJ5U'I-N'Y#Y-XK-I|I>CS>+W>1R-IC2-O55KP-M:7DV7-3M+IXA6-F.UX4I.TZ1PH=PAWGU*W9CLX=5I1#-IVI-VGT>M-I.M?2
I2S2&62+I-I.(\$>3>@&6ZILM49-B'Y4ID-DI'ABW\$IJYN&80BSBIU MM4V9'@&16Q4YHJH&P-M2-54H+IBH3I0C.7UE4I&5I8SR0W'Y3I'VMJHR>#>Q I-M'P/AC0+D.AB\$-H|C=HC'HC'P1I
IWBZ<Q.OI&SYMM|&G0R&A.XI@46I1'&NGC MV4I'5X=>M&OJ&XHOA@&LV<@&DF&B&I'@#F-7-O2AHILGPE4#<@&B8'GR-M.NN+&I5W8T.R%G43-MCM:6I27I-3JAVI0-44 KNQ&P&B&2
JUG'182P0I'BL0Y8&I-I=>PST5-R&M-CR60I6IMPS4I0-YZ-3%2IKK55 M2-6-3&B-I446KCM&DISI2IN76HT+2-I-@>I(DILMM)P-I&E.ZO99&I.CA5G6I6A<OY2I1UK<Q%8&I1QCVZ&2D
H5M&S7NI>@8 M3-03Y2Z&8E.EI'VEI'GNC9I&ZF-MB#>=>@&SUYI2+54I1G-X'F1QI2O'GX<1-6-I-1-2-LOG'IKIGHEG-M.3&E2->2SMX<C+H2Z.63A2-I0-3WEEI'ELI+I+5SI'
MCEZM-I+I+W<I'@ISY2&S&6+P=IY87SSO=IO7HIO2-DW2-NYI7(4SLOB=>M&+I(L<I+31M-5+YY#>+VCG-M54-U#P=<=<I'F>I'F4IYV&+GBI=VI+54 M'57#>@>I>E7U(9'53I1W
UOIAO0PUVZ-AI'VCG<N&B.7I+FI>=>@>9?M.MXMI15=ZLI-M-@6L525T128X4I<I&NBIWC500Z-C&AID IZ>45RR<UV-M88UHHK U-
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YFI4I0I3D24+F3P.Z&ABVIF&Q2P652+P-3-R-L4\$&C MWK>=>H0.5?I\$R&C(I@>..XW\$S'PIW0+2+AIPM@&+2N@FG.FZHG&A8I3-MKZ<IV6OR<23I-B2>LIMD2"5W4-TI'PI1M
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X6I9Y9-IJ\$REW-4&S1Z12&C&H\$8.6OY&S&M6T&CN8I-MJL->(RUYD&RHG&78&B-I.S2-V-B49Q0A|9I8A|INQV|6H6ID1I'X3W&K&M+WIJUN&A3F6|V96IM6#6K6)&+
#I+M"2:<VE*4G-IA*IR/M:WH0YEDZ9"QO M.<>I.J9'6%&6*NUN<P^6'O)>?S<4KF-MI|7'9C0OYHRRH(UJ:4Y>-'A->5PIV1I&I'VH">C&S(5PRLFH2-NI#J5I0I-M>4LI-Y-UQE(7I&U<-
=>#8W6>I3- 'UO2I-RJHKL55MOI.KJ:ZZ>=>I9+I(I MPNU)7A%O^K'PH VUHR&8-MJI=>236EP6=>236U5=3&#<#I|+2E-BOZG@<B
MH4O14MGDVA.OQ8:HOA+&AOD>ROPJ-XVP8<I'&K&CIA MRICD2-V-PNZG&C-Z&GNQBP&@2F-M.M2QI>@<=>LEAIDIYWH@&I0I8I0A+I+V=GY93I)H&G
(E&YTOF|+I&S-I+5IWDAW<EKX4-6M+I&I-IOC M(1TRR<361D|&OZ&8.DF5W7'QB<I|H<@&XFTD8I24I@<I- RZ?PG16:IO>I-M.7%37LI>C<@I^<I-M'P-@I6B7'7@U:IR*P+X>SU
MM>=>SKB-Z&B'8I#&V-5-C-LVK225P0I'&D|&6GDBK<AL:6I1U) F>I|I'&M(L&EAI4B7P'WSIT-O#>=>KT<PDDFT@SB3232I<#I2M-''/AI+BU2E<^
F05+I\$RH+I-PU<=>R%*%&ROK4-I'3F3'IZO(IKD43I2IJI M&FAEI05-E.XGI-M'G<+KPM2I'IGI&M-7MEF95-6>7%>OQIP=>H I(MCI)I)SH:ES&X I45Y3Y#5-6FD-45>4<OU15Y3 MY#5%7E/D-
47VA-M4R+&C&OIKSDC&FP09KNO>I4/PK1VE:7I9I.65V<I-M22^G-O94?>4<O&S4XEI'HY5G0W6R#T8:HE6|T<I-9=-#B>TJOV&BGD#PV'I'E M'EZPI'FC-YHIIY-3%
M-P9-G2IY2-2'QO>C-GI39A5IVBZK.I&S<Z-FHIO2I|3T-I-M-M'VW|0I-S%W#>=>S=-CCIE75I9&8-I'AI@I&BPI I@I'F<D'&KJ'BF D0M#8I'AI@I@&H5\$&I'F-D0\$&6>D-8*8*0
I@&I&I'&I'WIM\$0&4M-I'>FFKOI'D0TF&SL5Q7^+2I-M^R%&@<4I5I8HUTIZTG6Y-NV1QI07E'ELB\$S-S5M.EL4-TBPB-N5%XI7B23M-I0-O-BMIEFL&RV8>5V.UIPYQO22I3.T9HIO-ZN?
U5IIVY-M>@>R'WVVIY+I&M-MBAN-M4H4-<LWS\$>'DZ1I5D<IUIV@NUII75LIXK6P2I>2I4V@I06I85A-I+M04+1ID5M-HGI08ANS20-IJLUIY7I90L@SM6BJ-I+I
IX+>2IY&R\$3I+I'AZOQ&S&I.16-6U'0-ML@IO15(<I-1NZ=I(C'W2I9+DIIM+M*3UK<M(74HBY'Z&=MZI9I>TFI-M'RFI63B'2UJHC'E'90=>D1I'FI&D
MH44.BS2:X<^>I|>W=544:AA1N9I! MCCIH1BILI=>FYQ'J83G.VM=K6+>I) MK8(ZME'2>..F32T2I&C&9S-CI<=2V7<#&4K|46U@<C-81TT'MVO@>=7ZCP-M@?
8X<4D-32BTV+UOI>I-IE(ETHHDKZ.C27V.OMF^Q04H@409-PKUNOTI-M)'HD9892=B2D+H SZ'G2IPO70-IWJIS98KTIM+2MBA5+M&H+YD9>Y\$Z
M3Y.OCT74I2ANODEIGI9B'NV+JWN:Z4IUDRFP0=>OP4EIV576P\$4-S'1'CR2H<-M'3&V.8YI4R-M*IZN'>VPHBL+P'I-H>@>1N8I'F@>=>U&A@DU1I'6<=>..(SS->PO-M(HK8G
#U8KBHJ>Y&I+I.M0SDY.T8&I+V1PN+I'&8EYVJ3Y8A8-IULHXETI'7P(K'>H2I'F'>SCC6I@O<-52 M.N?>IY>2T8=OQ>)&I' ZXGR+4PR-&2AK/I&H<058I-PJLH35I:AP@
M-FP5<=<S-B<+>=VPIVY0<8-N-VIO->?YC'AC#1G3-ICEZN9-2YOO?>W: M.4S<O#4M15.NH8LDS>I'FU:35I'DHLR-7I&EL(K>14#-C-N.X=2I'&DLY-M#>DLP|A|N?@F
M'76I6U7>I'FM3BA#0.O0XBP6ITX+>IWO:34-I4>4XITU'GY+V-6LGI7Y+>M'K&BIX3T0T.GI0N:AI\$HWXTEI-Z-9W85G7+&7ZX<MRSUGI>Z>NOH-I16^I&2?
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=<46&QRI03VODI'FIA3I0J53BR4-M'0QGI02I@? M:~I'7(8'MQ:<=>C77Q&G|F6I#I'@I-C-B?I3#Q@CA'YIW">AF<@&#>'8OUZ/ MH+C?
PUY-8R1C6=8YCA47I>I'YPS-6M\$E4IC.H0I<@I'>2WPG-TI>5T IY7 M19'6VYP8P&K&F|Y.YT\$DJT@'90M&I'V5-3M)+I-6C2H0#>S5Z<7.83PBMIY
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MWG<=>95I&YWTIKI>?>I'WIS(OOP-8SY0I30I#CE3HN-VD&S=I1@=>ZG'O&M-M^H8I)SK<J.GW<K-I5-UO&S^#L+I&."2+@9P+88P'A=>+9#199I/M5I8.HI95
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U>-(6A-I)=0'V@>I'EKVFI'3ON2XUL'VG0<I&EUCO=>M-7-30IK6)OHI6>O-7K&S=>5%G@I1Y\$>=I'QO456'RDNRIF4-IP-M+I-M:SDO>BB7?I
CSJ>MEIYZI<I@8&S&G|&I3+>I+I'0@>I2L-@2Z(CIAET-ML:HQWB&BT'V0Z'IL&E@I2\$<G.II'M?>G|D>IQIOM'F">6BO.LTN-M
M.O5I2I>I>K-7I-CBEK'Z(G5>M4I>VDDK+I=>C'>2OJ0HK'W7I7IH-I'KV=>6'658WV-2%>(ZI8IITOX&S0%5Y^>P=>P%>E@>I'>H&I6I1YI-W
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I&ILH'8W'>I'G8-I' C-MUEG67I5RIAD>?>FO-04=>SX3.BK18I'D3C<8.5-AI'MTMI-C35I<4I0@>I-M'LU.C\$XL=OD-(7%P'P#&#1I'&K&I MYIDIC12I
>SYTHF8OT>*&K&I'WXLN&B'8Y6G&S'2-YVTF-Q-P#>+VY'25&D-M.HHR83Z(I-A250<6%7.8IY5I'5Y(DLA>2I>3I'EY6/6I.RI8I23.6LB-M9DIT8HW'K(F8-
1&S)C#BC#D3.6LB9DW\$K(F8-1&S)KRON&RB-7ZXG&"HAW-I M16 C<@W@B=-I GIY#ZK\$>U2:@SYL2993>9)EK)ELBCH.TL6M\$K(I'F89(=\$ M/OFH79?
MC0+KI\$-2WD:ES(PI'P&FS2A8&S&F&PPTZ'YHSHSTZZ9N'K+I'PV+T M72=O3'HRSY-I'THHI'RV(I'&HJVOI=CULT=6-3/IZ(I'K Y&K&E&ZAT>BHF
M38B/I'V@:0%I=-PIW FKL'>#BOH<=>C'WV\$>SH@I'OW4>I>9IERL50&I'2=->#DI MP+>I'>H7F7I3I'IESE8B4T2.42I4I16I&G%&SE8B42425B1A1I'6+>I(PDI
M'>I'>R0.2**>Q(PHHBK&C'BB0I'2'R3GIYB="RIHU-3I23-42HZFQ6(I'Q M22IX /76+>20.SXZT=0=3P3+FBUDN9FPI-U-MKLA2.XOA<^> TP2-CG8I9Y.K#L'DGBGU?
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I'XPOI'IX=>9.85MOI&4&40 M&S=2-LI2<=>-(3/C'G/VAB7I'NGC'LW0H033FTWNZUG:IVIRBU763K&C'VNM-MHG:V2<I=2R1'2E'I-GO3-M#>F>IUKX|
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BLT\$&S+3PFI&6BI\$-15U-157WV:Y:015I3D6G&-M/DI<=<6/F6:G>7S M2'3I.8D\$2X'K3\$Z60+5I'7E@U'<C'XBY8(80+6IY-MR18P\$92^O=M9EC6K
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HI@>IK-WAIYI>X6\$8="O-Q\$<C=%N=0^JP^G MBP'I15KN.8:KN=>KI'Z'T8'NT33S3I0IEGS3.2^9DFT7R-5G0\$F&IJRI-MWWO+D^6M97%O-FM!
HIRK<U'UO&K-\$E\$JXU<S'>C>YI@2>=>N&@BWIA'SAS-M'F5FWM-I@B%<K'Q'5'6LH|I+3+Z1+B">P&ONUY-E M,0&P>=>I'YSN3KW&I'PMK&I&LPMZ?>IY:1?P+I
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I'W3PBH472UXH\$>78M#-MPEB'&MGF8I'A=>7L@O@7@I&I+>I'F<I'YSHPEG-S.KD@E=I'U6A'Q&@>3OYXN'ILH3KQF RM@>+@S'I-MT.56>9NG+VWGP1I>V>2DE(X+C4M?>
+N6MGHXP->I\$>S&A0N\$>@<I'U7.0I(M&V4)T'F:V=U\$#=>M4VNHOH?92K&I'YJZC-I'UA2M=>=U@<I'>S-7#32"LUH=M<12GV7N2I>6LE28-MM=C6U18(I'OU-L)NW3'C&I'F
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L.O274I@JL|8Z+3XPIVY<I'W'>F'X*6I4I>?>MT5Q?&K.M6L9O-I'Q-0GCSZIOI>POX.L\$>7X3-68>IXEIQ63V7I'F-X#QO-X9I8H MREIC=>PI'BJOC-I'PA&840I&MHJHG(I'D\$>X3K&Z:7I
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M\$^<KBAAGF@_2^UIDHM^KZ5W^QQ>Q2N^#^FK_!^#KJBX2^_BDP^3^%QE.MD5^MOV^~^+YH25@B!G8^RPO>7Z\$T^>2^PHX^YV^!KZ5Z@_%HHHMA&5^A_!4;3U_M7M^+FHZ
I#_FL8O^E_G34_74H^X^H=;ZN#@!^PO_9>C^&EO^OP2E1F6^CN^MT6X^U@>L^<J9ZXRHAB^4ODE5H+I7M&@_!3J&+~!LHWJ^EQ\$4E^JHCGW(WB2^
MQI<~#T^@<~^UVP_#J_0^6YHN_8^JPZ^/MCGY8;@/P^?T^U4_2\$B^L_P/GYO\$HE&@&3/LTVQ_MBUIH^C^AJ0T8^C^@89_!A^&SFP^!>#%2G^F@T2T^5L^_XIJ^!P4^!^M
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I^N^EAK&A^MC<~M29_03^SE^L_M=G5V^L_K3;2+O_B_X6ZIR2E=N3P^>Y039+J^!^HDSGYO2N^4ELET^<N^#>~J^M3Y57^#U7VZ^S^Y^!89H7^SOR_2FZ^>6W5&DIZ^G^YM^?
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%53IS0C^KJ^OEM\$)Y^C^L^SYUJH8^JH_NIC_R0Q6\$~^,G1#_1619;_M0^M^&~^E^E3^C^V^O87^&Y^VW^>~>B9KUS^<H^V^D^#^M2F^>~\$^VO^4^=U2^K;ZK
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MM+<@8YHE(O*87T*6%SLMGLA*%*FZH2,4+|C@A@L0D*H|5+0A*0M*H*IC-JZ?-3%E25-M.U*Z8=0^N\$D2C|=-TEBO*AD9^+L3HH/E=K*Q*%I
M>-W%Q>C*5T|<9%_X_1\$% 27-0*FAH24(C*FRYD)|0SP9*2J*XA\$>@WB^H1983PZM35*Z>X@G\$K\$U3@ M.\$SKWPH,5PAUB@-BB.
I#6I)*+ME=-"X_Z_ZH6HLL=-6U;4W:87L:R/HWOY ME\$*08MWVY6DGL09CV|U- U*Q%=>(\$*SPA-A*Q:ZKL V*%T<17 M"A2PR7F'
M\$|S!>VDBU*UQE|E_X=-ON7@,HVVJN7EY_X*LV1^<^1067%>VW>+U-A-B-M<@H0-P@8>IX\$N(X#FNHH\$RA^A9Y9H|@>@W5%15ME,U"6X^+VZ-<>G;
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<\$3?Z|6%Y%Y+|E|CRG96|HG%*TRB*%>W56A_NW=8=&QV066P1|,HC|OF MD|T?D|EYB|K_&PCLW=|JOF16&ZXC+WW+|O4T D\$F4E|UAEK#X@N|H1X^&=@I&A5V|Q?J
MR4H|E|F O?>+13|F1\$M48|_1"DE|B+O\$JM;JZ|H5M6V*2\$S09QQ.E=63J,M|H#:#)0%>168W%<@1T|P|J@<IN;4&4Y MZ|L|UB1M,P+>S|Q|D|B.
f|1@<KVL_B|OX1O^"DU24EY*@.FZ#*0KBT4UXH ME8>:Q^SCX^<=7:9ZRSB:AW3?>X@&XZ4K(EN|H-R3*SJ2IQ^|&K>FX8%|C
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|+G|VG:G|MCAUM%ZCZ71N|G6V>JL\$M#8^TN:6H06V^J|AL?OD=Y22 MK|FS=|E-RXG<=>Z^Y^E|LKH|Y=9V?C|XAY|=-RWR0N+J?D?WUN65|7|B|89 M|H@.SAQOR^>
WCB_L|TDB_&ZULS6D|W+|S+4^|O@M|X\$Y9\$9S^2CA|I|OXK2^Q|DOFUM%5Y24S0W4J|E|H6&DC5|_ WYV=7>14B1N9:NSUVT=V|P%>M|J51=PM=>+13&_K6_Y
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026S2_6EHU^AK0H|Y>_+^|C|C_2A^ZK<Q\$H|M9W2F_+|1_M1\$=7W|H|E+M^+|C|Q|H9|C\$S@DLQ|U?5Y9R^3?>W|B8D|V|C|9 M#052|IX>+H|E810|_>H|LV&@>R="9|S?P
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W&Y|H@XO^U|U7Z80 M^+A5_5&UP#1_X|R4^&KHZ|@&O@&PYZ4|4WV|H|T>+A=>=<N^7 MG?2R^Q4^921^|5E|E=1P@>1209%FZYA(M\$ _#Y|R|M0X<C|OW|>1865<F-M7XNW?
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CU74TVG24|5K|YT@H2>U56@>45.C9BQR?569_A|MAO^7DC^T6<|(51B|P|&PF-0T|S D-34|C^3K_L+8.5D_&T^1^H8-TH\$@>M6\$K@=1@>C|H@R8S?V=H^UP5+?>
Q:TS@>|E|A_L1D&AO78|G|X^WH|C|B_A+1_M&9V_I|H8>_U@&SGU:|C^U_K|QC_L68|H\$>9WBD+V^U^0B0FK|_9EX>M0_MC|H9|OLC|T|OY|C|D^DQX^?0?
+I^=<GF%+2S+|S|_@+^L76<+7^|LN%SB|^>_M(K|J9?HUHDE^R_40VB|H|S?|CRL^|D_O_7W@^MK4?/_>F429>7VD|VY|?#(&UG3ND>^N@UT6RC|B2M&C|MYKW|9Z(45/Z1?<
<B|H|H^>WY|O^X^H^>@>W^1#?>D^M|P|3%|_BY>|6-3R_L M|A|K^4^+8Z+^%R^A^#86Z+^A^U^C=21.EAC|L9AW^M|BKWS\$XAH|H5V|H8^K^Z^M2M|H^7L7O<|X|H|H^>D-
A3|S&L2|OVL_L^|G7@>|H|H\$&L1P|_9_RCS@>L_Z^M^M MBS?Z=57|P54M^%#1=&Y>Q&S_M^>@|MPZ?_U3%#|_<2.TENM2G^M^W|H^C^H1C_M5|E|HWM\$1<&+>3X_+|P_>G?
Z+B+L5D2DBBVG|H|GZ^UTAL_E9|P1>CV3|R-M^P+3^+A%#E01^H1R6.C3^Q14E|H|MG|H|B^G^TY<_1M=>6V0Z_L|UH^U+|U|3U9P_M^|O4BWP|(>^<+34_P|_H|AS^29.BY^TIP^|X<-
_>Y@>W.RN|H|H|F3E|A4H2Z_M1|H9^L4F_41^>P;K8|6L%#2OY3|D9H|Y52^<N^>S9TX|_7DN_N|H|W26=C@>C^M5O?_1N^Z_F%|W|N^<I^M^#>G^VOA2EWO|H^_#HEF^3|H|H|
M|Y@H|EN_XEU5M|_H12O6HDL544K?_U3YYQ\$>_E|W:6|ZK4JCM^TT_N=>^U^BZ7JZD+Y?|TPK^T|LL^W+MZO^7X8Y^|V|A|Y>ZIM^JZ>?>X?>C|F^H|P_9^JCE|^6M2|^#4CE?
G1F0_D_M^U|F_124C@|H|H|P^WM>?B^#FABN^%2|DJK5M|H|C|W1^7|_V|A|_U^>Q^>E^M^8|H|H8+D/Z=2+Y|D|K\$SAX^V^E|D4_LD3^3^W|1^RT>^*R^#12^D9H-WH@>251
MOLA@>R|F|R|H|O_M|H|CHV115F13&B7#>#|X|LL|M^%H|C|H|W|H|G_4-8|U?|XTP_MM^E4_8#8E|E|T|P9R87Q94_S|H^E|Y|X+EQZPE+|E|O^V3^W^9TG5^>M^H|
(=)U@>S4\$5%R#M|P|B|F9Y_3C2P^M_NN^_LY_Z3\$B^#14S_UM^#%<L_WL>S^Q|EZX|A9C6A^B|@&S^HFM1^@&003_M^PMN^&+G?>G|B^>SVU>SM@I85ZV&4?R34^X8(E2+<2
M2^X@>|JSB?QGN^C=C52>+^+U@&@&L&6^ZK^2K+|P3^U^X^>+##M^M^L<+^ML8^9Y4@1TYDN4/7=>8W4_YX9|H@>?>55V_KMFX|L^X|Q>D9A6>+|V^FXN^M^?+S9&LW2?
T5^NAU8- G2|M+|A|JW|^U^>9@V^LZ^5ESQ^0%WP&MJE-6W7^M^W44\$S_E|J\$B9HEP|R1?2^H|_>@U7^P|O1^9|K\$>M^>P|JWV^PG=>^|F2M^5&M^>M01^8V^XU?>
E|FN|D0G^>V|V3ZCN_18V^M^54UDX|ZV|X>_WHZCN^SQG?7_U|V^M^X|H9|X|O30Z|L+1+|_OQ^<3^ZGH|L+<+QMS|R^>|T^9G6|DBWXSE|TF>4FS_M&1^V^81^|KV^>C^#2/1
MLF4%_?0^>M^T|QRM45|U^<SAS|_J3C^76WQ?R7|M_TB|S5Y@8AL+5X6|H|N^10_+>OM56^<3K\$W&8#Z^HNO^|S_OHY^E^YFG6
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M9_10W^AR^5Y|H0_2^>M^+JNN4^|H?L^?2|9JNW@L60Z^<=<@P^BK^G0XXT^M^U|H|&S^NFV^T^|Y^N?Z^V|JX>_J_17^H9|E|X|@>DHTZ@|O|H|E|O|F|>^#18
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M|H92331LL&31^49|XO?7^M^S^OEB<E|F%WYDK^13^6XK^9Q|H^E|T|TG^C^M6L6@=>O.LG3|G|K&4L^P0_S60(A^6O?Y^Z_1G5^_GWYFX|G3K^Z|Z|G|_9^M&F?
I<=>319DXH+ZXEK9A@VK51^1^V^|CZO062TB1K_6RU3_W27#EZF1RG9;SDM^YPAHHEN9S^%K|H_V^MR^>=HQ995|>5D4EMVJ2L
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D|V^+1^V^>C8V^N^F|_J|MF9E^V^P^>K^G>=<_0OJ&|>6/P_H&Q^M1_ME9BCC|H|H2^D^9H|E124FKEQ5^P|H4FTB.OP|>7V0|N^_#BDSZ^JEM^N^M^5?P|JAL@>\$^@>R?>
0+>9|44|>H|H+Q\$>W|_>=V^U^U^2+|R|JL>2+M^B|H|D^H|T|B0_Y_Y78^HCH|H^1T|B0_Y^HWA|V7UDV|B0W^&OLA&AUOK^242^1^@Z
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M7^|S^>F9ENZ^IAR30P2^L_N|B|P^R^%>_>1^Y^Y5|2SHN^7KR_NK=|N^W|_E_M^P^#5^52V^KD6G=>FZ_U|V5N^V?>_U@ZU|S^K9V2_34VZ^78X8;RO>2^D^ML#9V38^KY|H
(H0990G313^>=>Q^N^YK&JG<@>I^A^Z^J^>=<E^Q|D^>#^2IGG<8-M^M^M^R^VBYWT^O^U^U^P^2K|4L>=>26WT@_321062|>C|H85L@>P|L^7N|H|L^P|J^MBRYK|F7
_N|L^A|ROX|H^<2^>N^>P^|E^R|^U|>_MOVZ^2JNLR^4BUH|UYF8_1+M54WM^F^U^OQ8E+2^HYH^L^?>2BRZ?>Z>=>#B74_M12G2|>C^VRR|A^N^B|H|H^L^2CF8^#0^E^L^7FEF?
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MM10(P^AT7|IKZ93379P047<0Q&L^>S@A|Y|XRR?>I23T91N^L^N^0^T^I^NE6_M^FR^Y^N^W^M20^V|C^V+N^#_2Q_ZROY@<|2|^>6C^A^4F6D0Q0|7D@>S^G\$S?>
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M9YH|F2^=>(<FY|Y?>C^SV^T^@|H^JZ&M^&H|K^H^O>U|B0@>C^GV^4^WMN3<|GK|B3^F^/Y^>A^>O^R29G2FG\$E^J|ZRAL^W^MCB0BZM^Q3^<_>K^B^Y^VW^G<=>W3G|V^+5%R?
6|VPD|H^GEXR^R^7>5^J25^M1=N^LX2M8PDC|A_24^2^KV^4^<W^S^1^F^U|L|X+1^O+1^>#^T^H^6BDU^O^%AKL^M^H^>6^F3>#>0Z^N^H^6^>1P^>K^R^K|3U|H^#>U7|K;
|Y\$>ON^PD2&XN\$-/Z^MF3Y_CX|B^AALR_+>2^9KX^D61@Z|A|U|H^T^F^UMGGN1_0SX|X|L|S\$<C&G\$E^_M\$Q9^<6@S14^95^T^XO^FUZ|H^@>OY^B2|CBH
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U3<=>+H|L&=>3|H^3^U|F2^H^4^>C#_44@_48Y8G^H6XK2A6_4^<2^B^>D02FTB|D>?>O^P|^P|^L^>A^8|H|X^L^M1+CL2GBBXXA^D|>X|27VEOM^Y66@>07^E
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J9^>7^ATPX645D^H|B|R3Y(ZGR-8B^>#^MA|U+DN^P^Y83EJ_3U@_M^>XZ^M^>J^>J^L^H^W|BP^S^X^YQ\$?>#>9^>Q^>2^O|N^Q|N^<H^H&ZK54Z^<600^H^M^#_>W+Y|H^?>
J4^<#%C|BZ15\$X8\$|H^@>T^K^M^B^52|NCGN^Q>36<=>2^KEM^H5^>4^>2^XB^#^>J^>5U|A^H^#H^J#22^7S6F6^Y^M9A4T&B^D^N^N84^N^U9S6\$G^>L^KKK^G^W^Y|+U^>BBX2_W^AR?>
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T2^AKN|H|H^G<=>OY^>B|H^>A^>K|B^>|_U^ORD|>?>25^>P^#|O|A^>D^>M^H|H^M^724|B|G^>+>U^C^>A^>+>Z^H|L^>L^X^>L^

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M9D(16:R0YGP0C">Y=<JLSMPH0<#(B#>W'U'D<?F1%<(H,G(I,PH'L'U<M->S!>U(P3+1+8"01KKX4>ASL'<#<U10N<63J'<BTE4+16&9>AABNJPN<M:ITON<8&27G">,<GP>)<K>D>#Q<#R1R<R3V90,<QN,<F8G<8<GS'YB MRRID(P1'<LX>+D'X4VX<UM0)<S<+O1S'<TPE4+RHR<BS75JX7<M7B2&KJ3,1K2@S?,<=<W?Z@S<MMWE%8)(J.93+HS'D7">=I9D:V8AB>FX,<E M<2/FXOEQ?<A+6<-"5T)ICS+17,<HIG6+KJ:V01+O*W2H#R,RI<7JNKE%|<MMHJZ<RXS=<J<2X%<|CJLHP1A<=<Q1+<+1N1XHC6Z=<E2>BDX71=V2I2AM,WW'<U0<M<E7BTOL(P3)352G>UJFZ58PRMJCQ(UAB)<+18R1BC2,D8Q@<N>I>=>,<D.08 MDA&#N72BB&),2113TMB2&<28PAB3&2,88DQ1S<S,SA<)<H04CB4I<(BOJ51 M_NQ<J5?HSH<G,BB14<5<S>UJFWM8TT<Z>=<PLM0C16%<ZG<H104P67JZG MDP6N<K1I<?&?<I&S'<HYU+<)<)<H67?6W0XL=<,<HY<S,NH?<S<DLMQ&S'<G4Q501<B M<?7B#<USM<SNEFW:<FW<L'<U,G1%UQ+1ZH&K>I<T5FEV4:OY<S<C%<Y'X2(43L'E'J'P<S0H7Z'<F">+A1YM>J<R=<?<7KSOKEU<+<B<UTB6G1 N<1DLTG7J'JZ62GU<?2T#R<M<ZT&+<U4M&+<(136F/0VX9<0B2A2>C<+H>:<F?<70=<0IC?Z'Y<Z>?<6<K=<+<IGNHZ3J<I'<=<C2,114VH94K<MC<,<(7V8I=<F2>D>I90,<V<Z,WNQ?<IAB3Y4<IINY20>HX4Y<S3'H<)<M<=<M1NUE0P2R<J13FP>?<QX&J&1&CR3,IWP<A+Y>)<+110<=<UD<I7>U<KK<@<PY M<REZT'<RCI<CB<MD<=<=<M2BP<7C<R5B<A<H10)<0'<+<I'<J6GU<N,<O4C'<)<6<@B<=<RP MJMH(IU<SAK<S'<N'<+ETW&E01)<HP&>(<S<?V(YA)MR2R78,0>,<?9QGB#3W MRI=<AGAUF<9FLA<#<RA2N&G<UG>G<2P2OXE<GHI<B<3<XT8Z'1P#<+1V+H'Z<M<AC@<#XOP7ER&+45PB8S<I<L<SP<787#U+L<TJL+<%<Z+<2#AIF<7HZ(PF)"KR<3U5=CY15GN9U0)"T'<O'G?<M4"B<58CD"N<VRK<UF"RH<W<N<XJJA'<HI?<+W7S<2HZGQV<SV<RW25<Z40E5<M1X18<67B?JZ<N5'<J'<I<R<L<A<S'<1APZ'<I'4P@<IP/20'<+17'<M<S'<P6<JX<Q4+DH6<=<01'901Y<X0'<U=7H&S<S<W<0<1'E17<F'<T'<6>2XB M<(DENW<R13<BUKUR<R<OG<7E1D'QQDS<A@V<1N<X<OB<7<59M10YH1M<SDC MJY<1ZNI<X'Y<ZTW<YF8<J'P<EZ4<@J=<S<451R<2AG3M'<D'<DF<+8EW<S<E@B<M<J<S<9C'7<+4Z2S7I<=<ZJRPZOHYV<M2BFH<TRFOU)J15,97<S<@P'=<QF70 M_YM1%<E66Q44>V1&=<?7YV<V5<X0V1S<EW59F176>?<P0MSI4<A<DHIK<@<E<V M<835102C?FX<6&H<P'<I'9<XDXG<58Y<S<OX<I<SCF<+<=8'J<I<36<53<,<M8'<YVE<Y<9)40<4<CKINB6022&YW'96J<W<Z<Z<Y<1982K<XL5VZ>=85<CTP6#M<SRUF5J06)7100Q1.O5'<+7<S<K6HOY<I<6Q<OIR>D<+H<2I<

K\$XJP?Q/M?..VY#1P9T6F7-8ICHYK#ON9,^LHD9N2\$!+!@ T621ESJZU\$U)FBF?H4VZ3\$!R!H!-!F-!Z 7JX(!@HB>HONP*60BR&@BTY@!@RO0D\$3-2=HYH/HU#D TE0 M-/H?XJ+!L\$H4!&1=JG#259 MJN!\$J!=!A12ZBH4,XH85@LWKEVY<VHJ9=XL7O,6?9,YZ3?>R!R!H!@?>?>K?B=0M3?;DX-M-K-C>95>3Z,IRJ,H!H3?>2=H4K0M?&F4E47G?>X3.MU0-IYQ?IOWM#W5A>5 MP2VYZ/56U4XRRVQ?"&?72+L!I55Y+KPF0S>?<Q?6:5!+D-5X0YRKC MCS?F&8NU,IT-'S@T05!17I?VY<OFVN&-!P7%HI?<NDDR=6ZQ!HJ-!P#-MMA8X>?<1.G?2UR!ZC#H4#VY@!<3MFW!7F6Y1NPON6UOS=NV!>V9YZ7Z8@!\$18!D@>!Q!Q!<K.G.F4NU2!2F#AU!S!F<%6?>#P2-VWU#',41AS-04VUDGEPU@<WBD!>B>..Y-B=3J!<^YXH@<G5!57PZ!MOP>M&BU4FE@<N!>OAO+QAF-8!A@<AQJ!S!WTB,HJ TG=TB!>HUV5O?..A0+!SNN?>ZL=&MU..H!<3?1WOL#N6!>YXH!<M.JJ-55WFC%\$S=>2>D5-8!>S0>YVZR=>+U!L.D6-!<2!>I2IQ(FXO!>=>U5KS M@<N/2+YIGF6!<F!7RLY!>5?YUQ!\$MPD=>PQG2U-!>H3N3A!>5U01G6&'M4,N1Z3U3WA2,QJ-F.MKA!<KKU,ZU&2URD5!MPZ,M->L-1.6E3P3=>1E3.VU9-M->OL#<S&W3A!XN?>'G!G!5H!>XZ!>V<9.POOH!GF3H!IC!U-!>S0<B!<M!>Y)?75G<3KIB!>P+>V=>EML3T\$W9LO-U(#05!ZA(PR!0EOI!<^@IFR MGQID<Z\$FDBQ%>S<K>%/M+4IG9TIA?EEP\$EOIGR?T7YQ3=IBYX!HC-#M7&M!<UEKYPD!>H!X;78J!59S0SO9\$H<2!>LQD.60@.65!H!2UB:6HBO:E6L.O-M-93K;57HK3>5Q<^@!>I0?7?<E%JRC20,S=>7GRX&fC,5UI!>?D>?>SO-Z!<^MYOO!EK,09H!>?>Z2!>?>9.Z6G6BF89-5!5630!PL3U5!T1.M5\$XTT.ZI-M-#=>ZCGN!JL!WOAZ=>68K">W#..602<3!VLO7F!RE!D+K!TCE!>#=>

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MG6?T7P(4.R5ADL=L~N~X&6

[illegible]

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EP\$XG59H9P0+>BHDH1M.E-GOF=>DM^<?>MUS?27@<KMQJ0>.%<KV^>AUV\$>YS(9YM^HITY<^I7J1(P1#>A\$>Ew=>+>#&T^M^G^M1^6E0K^W50(1^#>50^JG<1 P%8&:>11^>90CE^>2LZSD^>U1B(2^<6.M26L1KDVND9.O18BBFM+3^>T^H7T3H1U@V1D1L=LMQ.H1>90NW6\$<F^Y^>12#3EPO.K5<1^<Z(SD1K18F2EPPXSH^<(BEX\$55U- &G@<7R1K<=>77Z<=>=<L.G@P2^SA<=>M8E.M3U6.6&XNK<@>Q>9V1=5^>M^>H1^>PHM^?E0T^<CBJ^<4K^T1L.50=>77X M^<128GUM<=<X?FAE6OU^*W>=>P\$N+E.M^<NGIN2MXJRZ(X^Z.MNC5%.Y1@17^FVTF@A\$>+<REH1^%>=>1^\$Q.3W(O)QX\$W@P^Y4T^R^GB.M^JXX; EUV=280\$@<OSTV6O/1\$1E1&%OGD2>=>BJG3KFLH1&X1=>M813@JAVWL+D?1EPHC4HHA^F<@8MS.M1+X.W1^2(1S^?B^AA^<^<^> J.BH+>+EM<1^6X\$S58^>2943&M01ZH2MPLT.^3AYE.LRY<^X7GHASCE2+<4H1)H2H\$1A020^T^HUX#M.H14#167FE2N^NM.RDH37Y1.2707^7H^ MAJH4Q1PEB\$>=<K5F61+LH^>BO(Q3BVUE1T4FE21CW10412WN^L4^>O0^E1M.M-9^<SL7+PIBI=>+>E0672JN1.IPBW.VUWHLE^<F4^<JH33N61D)0W&^>?>01O1^<6-0Z927Y M1YD>?>EYWD&IS4^>ZC6%66Y51O1>=>1^<0^H16Z.Y&/(1^<H4G64.144H7Y^M11E379S^51P1P^ZC.U1A^O51D5V67L0U7Y.77Y3D1F1^<EK55^02AX>=>+>H8&8 M8\$TF1B60E>H.8/L^>ZIP\$>7IPYU5PGH^D15042Y1\$<=<5S^>2G&OUEN^HK^M4.%Q66YP.6.X^N.^<K(K(\$%)YY\$(5^D9CE/XHT.WBA5KZ>9%>..2=PIVMT^P4E+>FQ2JRP^D- O30D^<E65VM3\$<K194^YRF9.MKD2P2Y3N@<VTH\$<4G8H1Y5BG^<L9.H^>R00%>6G^<W-TG\$>1^T@15G653^<NHG1M+K=6^<P&?<15 1+>#2)YZZ>=>6F<C(U1J09WZD^<3W69&0+>01%Q)10.M2VL^<E9FQ.90Y>771>=>536?>89H63N8XGUT2M.SHFRP^>M0 M5L4<1C#>2#19.4BY<1Y.58^>2^K1KW0<CN- GS6Q\$>19J->O66#601A9GBF@EE0YVNI^MLKT8-5;<HGI4-2&U.V2=>+24^2YDA502JX^<XED>0>HJ7Q1OT^<X=ECM2.MN3^<Q@<EEQ.OB1X^<^> +@<G669D1VHS7H9.S<1>=>P0D.R.K<UFE3S9^<MY8.OGX7&8TGV^<6PH1B=Q>YG50VJ2^<QW^UP3<=>2E)H(E)(\$=>?)3MFFIR MPBY<TXRTH^T.1B5R10<@<28DV1EN1G^E<=<1>^T^ET^H.Y^%C2B1-Q^<F4Y3E01^>1^>8P7C>=<@2DB85^\$S1\$>E104^>DOTFH.M89?1^>.(L>=>VZ8S->5U=L=<S.0^<NBM1CS- @E61O>=<51V5F1>+<1Q.P>=<0.MHDA\$ZATC10Q&3D^ZBEF<=<X1L0CW1YJ.GOG(R6E25^<84W4D1B@<I55.FM.MPH7^<JG4J&Q2^<=71E5148BLP8KK314#>2P1EQO^<24<8^X1 U@B.MC^HL1^<0TAU5^>Y<00ND&H+GA.Z16H1^>BR&F+R74.D.9.59U7Y1+LIN.M+O9KWA6W(HX.<R^<DL<=2\$5JG5S9.<A^>WV^>Q7Y(B1N65FP\$>#S21^<H^<Q MGA2&G:>J1(E\$<M.N^<D3C3H^<@>=<F94.P=>T=>=<O1^618K)ZOYH1&0G<7LEK.MDAD2.5Y@<=<AG(PM1X@<=<=<G^<JH1.DFJ^<5K1K1.N^<1K^<66^K@<BTWBRC.MH3>A> 18>X2VA<=<=<S^<M\$<5<6V1A0889GCG^<X)JN^<M9^Z6B>=>WDSN(WSRV1.9IUS:M@V.YD@AR1J4>=>1V>M^M<1QMA.U1>=>7B21294^<NM^<P.DC.RLP&^?71&J\$? 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FLAO<@H&P.M03+>7W..@S@SJ19<7..2M/KY6"H7\$..E1V1"=P.RN+J2BO(BP.M.MDL>D.H.TL.U).OZ""%2M3132M7G@..%L572Q5VR@.1U..L6?
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[illegible]

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[illegible]

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EG:|+>|D7:0.C1#>4|WUBH9#2_2%9L<^Y7%|B:|@32_MCB\$0DSY\$;JSX<^8Y|AAZT^>_F8#S'B_P\$TUY1(IY(SE0F=Q00\$5URJF|MBE|GS->
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F7

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gaap:AccumulatedDefinedBenefitPlansAdjustmentMember 2023-12-03 2024-11-30 0000039368 us-
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2022-12-04-2023-12-02-0000039368 us-gaap:OperatingSegmentsMember ful:ConstructionAdhesivesMember 2021-11-28-2022-12-03-0000039368 ful:TotalSegmentMember 2023-12-03-2024-11-30-0000039368 ful:TotalSegmentMember 2022-12-04-2023-12-02-0000039368 ful:TotalSegmentMember 2021-11-28-2022-12-03-0000039368 us-gaap:CorporateNonSegmentMember 2023-12-03-2024-11-30-0000039368 us-gaap:CorporateNonSegmentMember 2022-12-04-2023-12-02-0000039368 us-gaap:CorporateNonSegmentMember 2021-11-28-2022-12-03-0000039368 us-gaap:OperatingSegmentsMember ful:HygieneHealthAndConsumableAdhesivesMember 2023-12-02-0000039368 us-gaap:OperatingSegmentsMember ful:EngineeringAdhesivesMember 20

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experience and are adjusted for known returns, if material. Customer incentive programs (primarily volume purchase rebates) and arrangements such as cooperative advertising, slotting fees and buy-downs are recorded as a reduction of net revenue in accordance with ASC 606. Customer incentives recorded in the Consolidated Statements of Income as a reduction of net revenue were \$43,548, \$35,896 and \$50,146 in 2024, 2023 and 2022, respectively.

For certain products, consigned inventory is maintained at customer locations. For this inventory, revenue is recognized in the period that the inventory is consumed. Sales to distributors require a distribution agreement or purchase order. As a normal practice, distributors do not have a right of return.

Cost of Sales

Cost of sales includes raw materials, container costs, direct labor, manufacturing overhead, freight costs and other less significant indirect costs related to the production of our products.

Selling, general and administrative ("SG&A") expenses include sales and marketing, research and development, technical and customer service, finance, legal, human resources, general management and similar expenses.

The income tax provision is computed based on income before income from equity method investments included in the Consolidated Statement of Income. The asset and liability approach is used to recognize deferred tax assets and liabilities for the expected future tax consequences of temporary differences between the carrying amounts and the tax bases of assets and liabilities. Enacted statutory tax rates applicable to future years are applied to differences between the financial statement carrying amounts and the tax basis of existing assets and liabilities. The effect on deferred taxes of a change in tax rates is recognized in income in the period that includes the enactment date. Valuation allowances reduce deferred tax assets when it is more likely than not that a tax benefit will be realized. See Note 11 for further information.

Acquisition Accounting

As we enter into business combinations, we perform acquisition accounting requirements including the following:

Determining the acquisition date.

Recognizing and measuring the identifiable assets acquired and the liabilities assumed, and

Recognizing and measuring goodwill or a gain from a bargain purchase.

We complete valuation procedures and record the resulting fair value of the acquired assets and assumed liabilities based upon the valuation of the business enterprise and the tangible and intangible assets acquired. Enterprise value allocation methodology requires management to make assumptions and apply judgment to estimate the fair value of assets acquired and liabilities assumed. If estimates or assumptions used to complete the enterprise valuation and estimates of the fair value of the acquired assets and assumed liabilities significantly differed from assumptions made, the resulting difference could materially affect the fair value of net assets.

The calculation of the fair value of the tangible assets, including property, plant and equipment, utilizes the cost approach, which computes the cost to replace the asset, less accrued depreciation resulting from physical deterioration, functional obsolescence and external obsolescence. The calculation of the fair value of the identified intangible assets is determined using cash flow models following the income approach or a discounted market-based methodology approach. Significant inputs include estimated revenue growth rates, gross margins, operating expenses and estimated attrition, royalty and discount rates. Goodwill is recorded as the difference in the fair value of the acquired assets and assumed liabilities and the purchase price.

Cash Equivalents

Cash equivalents are highly liquid instruments with an original maturity of three months or less. We review cash and cash equivalent balances on a bank by bank basis to identify book overdrafts. Book overdrafts occur when the amount of outstanding checks exceed the cash deposited at a given bank. Book overdrafts, if any, are included in trade payables in our Consolidated Balance Sheets and in operating activities in our Consolidated Statements of Cash Flows.

Trade Receivables and Allowances

Trade receivables are recorded at the invoiced amount and do not bear interest. Allowances are maintained for doubtful accounts, credits related to pricing or quantities shipped and early payment discounts. The allowance for doubtful accounts includes an estimate of future uncollectible receivables based on the aging of the receivable balance and our collection experience. The allowance also includes specific customer accounts when it is probable that the full amount of the receivable will not be collected. Current expectations of future credit losses using market and industry data are considered in the specific customer accounts. See Note 14 for further information.

Inventories

Inventories are recorded at cost as determined by the weighted-average cost method and are valued at the lower of cost or net realizable value.

Investments

Investments with a value of \$9,814 and \$9,334 represent the cash surrender value of life insurance contracts as of November 30, 2024 and December 2, 2023, respectively. These assets are held to primarily support supplemental pension plans and are recorded in other assets in the Consolidated Balance Sheets. The corresponding gain or loss associated with these contracts is reported in earnings each period as a component of selling, general and administrative expenses.

Equity Investments

Equity investments in an entity where we own less than 20% of the voting stock of the entity and do not exercise significant influence over operating and financial policies of the entity are accounted for using the measurement alternative at cost less impairment plus or minus observable price changes in orderly transactions. We have a policy in place to review our investments at least annually, to evaluate the accounting method and identify observable price changes that could indicate impairment. If we believe that an impairment exists, it is our policy to calculate the fair value of the investment and recognize as impairment any amount by which the carrying value exceeds the fair value of the investment. We recognized impairment of \$339 and \$303 for the years ended November 30, 2024 and December 3, 2022, respectively, and did not have any impairment of our equity investments for the year ended December 2, 2023. The book value of the equity investments was \$1,023 and \$1,362 as of November 30, 2024 and December 2, 2023, respectively and are presented in Other assets in the Consolidated Balance Sheets.

Property, Plant and Equipment

Plant and equipment are carried at cost and depreciated over the useful lives of the assets using the straight-line method. Estimated useful lives range from 20 to 40 years for buildings and improvements, 3 to 20 years for machinery and equipment, and the shorter of the lease or expected life for leasehold improvements. Fully depreciated assets are retained in property and accumulated depreciation accounts until removed from service. Upon disposal, assets and related accumulated depreciation are removed. Upon sale of an asset, the difference between the proceeds and remaining net book value is charged or credited to other (expense) income, net on the Consolidated Statements of Income. Expenditures that add value or extend the life of the respective assets are capitalized, while expenditures that are typical recurring repairs and maintenance are expensed as incurred. Interest costs associated with construction and implementation of property, plant and equipment of \$1,859, \$1,769 and \$1,518 were capitalized in 2024, 2023 and 2022, respectively.

We evaluate our goodwill for impairment annually at the beginning of the fourth quarter or earlier upon the occurrence of substantive unfavorable changes in economic conditions, industry trends, costs, cash flows or ongoing declines in market capitalization. The quantitative impairment test requires judgment, including the identification of reporting units, the assignment of assets, liabilities and goodwill to reporting units, and the determination of fair value of each reporting unit. The impairment test requires the comparison of the fair value of each reporting unit with its carrying amount, including goodwill. In performing the impairment test, we determined the fair value of our reporting units through the income approach by using discounted cash flow ("DCF") analyses. Determining fair value requires the Company to make judgments about appropriate discount rates, perpetual growth rates and the amount and timing of expected future cash flows. The cash flows employed in the DCF analysis for each reporting unit are based on the reporting unit's budget, long-term business plan and recent operating performance. Discount rate assumptions are based on an assessment of the risk inherent in the future cash flows of the respective reporting unit and market conditions. If the estimated fair value of a reporting unit exceeds its carrying value, goodwill is considered to not be impaired. If the carrying value exceeds estimated fair value, an impairment charge is recorded for any excess of the carrying value over the estimated fair value. Based on the analysis performed for our fiscal 2024 annual impairment test, there were no indications of impairment for any of our reporting units. See Note "Goodwill" for further information.

Intangible Assets

Intangible assets include patents, customer lists, technology, trademarks and other intangible assets acquired from independent parties and are amortized on a straight-line basis with estimated useful lives ranging from 2 to 20 years. The straight-line method of amortization of these assets reflects an appropriate allocation of the costs of the intangible assets to earnings in proportion to the amount of economic benefits obtained in each reporting period.

Our long-lived assets are tested for impairment whenever events or circumstances indicate that a carrying amount of an asset (asset group) may be less than its carrying amount. An impairment loss would be measured and recognized when the carrying amount of an asset (asset group) exceeds the estimated undiscounted future cash flows expected to result from the use of the asset (asset group) and its eventual disposition. The impairment loss to be recorded would be the excess of the asset's carrying value over its fair value. Fair value is generally determined using a DCF analysis or other valuation technique. Costs related to internally developed intangible assets are expensed as incurred.

Assets and Liabilities of non-U.S. functional currency entities

Assets and liabilities of non-U.S. functional currency entities are translated to U.S. dollars at period-end exchange rates, and the resulting gains and losses arising from the translation of those net assets are recorded as a cumulative translation adjustment, a component of accumulated other comprehensive income (loss) in stockholders' equity. Revenues and expenses are translated using average exchange rates during the year. Foreign currency transaction gains and losses are included in other (expense) income, net in the Consolidated Statements of Income.

Pension and Other Postretirement Benefits

We sponsor defined-benefit pension plans in both the U.S. and non-U.S. entities. Also in the U.S., we sponsor other postretirement plans for health care and life insurance benefits. Expenses and liabilities for the pension plans and other postretirement plans are actuarially calculated. These calculations are based on our assumptions related to the discount rate, expected return on assets, projected salary increases, health care cost trend rates and mortality rates. The discount rate assumption is determined using an actuarial yield curve approach, which results in a discount rate that reflects the characteristics of the plan. The approach identifies a broad population of corporate bonds that meet the quality and size criteria for the particular plan. We use this approach rather than a specific index that has a certain set of bonds that may or may not be representative of the characteristics of our particular plan. Our expected long-term rate of return on U.S. plan assets was based on our target asset allocation assumption of 55 percent equities and 45 percent fixed income. Management, in conjunction with our external financial advisors, determines the expected long-term rate of return on plan assets by considering the expected future returns and volatility levels for each asset class that are based on historical returns and forward-looking observations. The expected long-term rate of return on plan assets assumption used in each non-U.S. plan is determined on a plan-by-plan basis for each local jurisdiction and is based on expected future returns for the investment mix of assets currently in the portfolio for that plan. Management, in conjunction with our external financial advisors, develops expected rates of return for each plan, considers expected long-term returns for each asset category in the plan, reviews expectations for inflation for each local jurisdiction, and estimates the impact of active management of the plan's assets. Note "Pension and Other Postretirement Benefits" includes disclosure of assumptions employed in these measurements for both the non-U.S. and U.S. plans.

Asset Retirement Obligations

We recognize asset retirement obligations ("ARO") in the period in which we have an existing legal obligation associated with the retirement of a tangible long-lived asset, and the amount can be reasonably estimated. The ARO is recognized at fair value when the liability is incurred. Upon initial recognition of a liability, that cost is capitalized as part of the related long-lived asset and depreciated on a straight-line basis over the remaining estimated useful life of the related asset. We have recognized a liability related to special handling of asbestos related materials in certain facilities for which we have plans or expectation of plans to undertake a major renovation or demolition project that would require the removal of asbestos or have plans or expectation of plans to exit a facility. In addition, we have determined that we have facilities with some level of asbestos that will require abatement action in the future. Once the probability and timeframe of an action are determined, we apply certain assumptions to determine the related liability and asset. These assumptions include the use of inflation rates, the use of credit adjusted risk-free discount rates and the estimation of costs to handle asbestos related materials. The recorded liability is required to be adjusted for changes resulting from the passage of time and/or revisions to the timing or the amount of the original estimate. The asset retirement obligation liability was \$3,321 and \$3,147 at November 30, 2024 and December 2, 2023, respectively.

Environmental Costs

Environmental expenditures that relate to current operations are expensed or capitalized as appropriate. Expenditures that relate to an existing condition caused by past operations, and which do not contribute to current or future revenue generation, are expensed. Liabilities are recorded when environmental assessments are made, or remedial efforts are probable, and the costs can be reasonably estimated. The timing of these accruals is generally later than the completion of feasibility studies.

Contingent Consideration Liability

Concurrent with business acquisitions, we enter into agreements that require us to pay the sellers a certain amount based upon a formula related to the entity's financial results. The change in fair value of the contingent consideration liability is recorded in SG&A expenses in the Consolidated Statements of Income.

Share-based Compensation

We have various share-based compensation programs which provide for equity awards, including non-qualified stock options, incentive stock options, restricted stock units, performance awards and deferred compensation. We use the straight-line attribution method to recognize compensation expense associated with share-based awards based on the fair value on the date of grant, net of the estimated forfeiture rate. Expense is recognized over the requisite service period related to each award, which is the period between the grant date and the earlier of the award's stated vesting term or the date the employee is eligible for early retirement based on the terms of the plan. The fair value of stock options is estimated using the Black-Scholes option pricing model. All of our stock compensation expense is recorded in SG&A expenses in the Consolidated Statements of Income.

See Note "Share-based Compensation" for additional information.

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earnings. Any ineffectiveness is recognized in earnings in the current period. We maintain master netting arrangements that allow us to net settle contracts with the same counterparties. We do *not* elect to offset amounts in our Consolidated Balance Sheet. These arrangements generally do *not* enter into any speculative positions with regard to derivative instruments. See Note 12 for further information regarding our financial instruments.

Under the Minnesota Business Corporation Act, repurchased stock is included in authorized shares, but is *not* included in shares outstanding. The excess of the repurchase cost over par value is charged to additional paid-in capital. When additional paid-in capital is exhausted, the excess reduces retained earnings. We indirectly repurchased 93,102, 113,868 and 49,869 shares of common stock in 2024, 2023 and 2022, respectively, through a net settlement feature in connection with the statutory minimum tax withholding related to vesting of restricted stock. We repurchased 407,400 shares of common stock from our share repurchase program in 2024. No shares were repurchased from our share repurchase program in 2023 and 2022. We have agreements with third parties to provide supplier finance programs which facilitate participating suppliers' ability to finance payment obligations of the Company with designated third-party financial institutions. Participating suppliers may, at their sole discretion, elect to finance one or more payment obligations of the Company prior to their scheduled due dates at a discounted price to participating financial institutions. The Company has no economic interest in the sale of these suppliers' receivables and no direct financial relationship with the financial institutions concerning these services. The Company's obligations to its suppliers, including amounts due and scheduled payment dates, are not impacted by suppliers' decisions to finance amounts under these arrangements. The outstanding payment obligations that were confirmed as valid and remained outstanding as of November 30, 2024 were approximately \$5.233 billion. These obligations under the Company's supplier finance programs are included in Accounts Payable Accounts Payable in the Consolidated Balance Sheets, and the associated payments are reflected in the cash flows from operating activities section of the Consolidated Statements of Cash Flows.

The following table summarizes the outstanding obligations confirmed as valid under the Company's supplier finance programs for the year ended 2024:

	2024	2023	2022
Confirmed obligations outstanding, beginning of year	1%	1%	1%
Invoices confirmed during the year	1%	1%	1%
Confirmed invoices paid during the year	1%	1%	1%
Confirmed obligations outstanding, end of year	1%	1%	1%

Confirmed obligations outstanding, end of year 2024: \$29,518 million. Confirmed obligations outstanding, end of year 2023: \$25,265 million. Confirmed obligations outstanding, end of year 2022: \$25,265 million.

During the year ended 2024, the Company received business interruption insurance recovery payments of \$2,393, which have been recorded in selling, general and administrative expenses. The insurance claims were fully settled in September 2024.

The company made insurance claims to recover lost margin and additional costs incurred in connection with a fire at our Tucker production facility in June 2022 and unprecedented freezing weather that impacted our Texas facilities in February 2021. During the year ended 2024, the Company received business interruption insurance recovery payments of \$2,393, which have been recorded in selling, general and administrative expenses. The insurance claims were fully settled in September 2024.

The FASB issued Accounting Standards Update ("ASU") No. 2022-03, "Segment Reporting: Improvements to Reportable Segment Disclosures," which requires additional disclosure of the nature of expenses included in our Consolidated Financial Statements. Our effective date of this ASU is our fiscal year ending December 2, 2028. We are evaluating the effect this guidance will have on our Consolidated Financial Statements.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 28, 2026. We are evaluating the effect that this guidance will have on our Consolidated Financial Statements.

The FASB issued ASU No. 2023-07, "Segment Reporting: Improvements to Reportable Segment Disclosures," which requires enhanced disclosures regarding significant segment expenses and other segment items. The guidance requires public entities to provide in interim periods all disclosures about a reportable segment's profit or loss and assets that are currently required annually. Our effective date of this ASU is our fiscal year ending November 29, 2025. We are evaluating the effect that this guidance will have on our Consolidated Financial Statements.

The FASB issued ASU No. 2022-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2022-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 2023.

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The FASB issued ASU No. 2023-04, "Liabilities - Supplier Finance Programs," which requires public entities to disclose in their rate reconciliation table additional categories of information about federal, state, and foreign income taxes paid and to provide more details about the reconciling items in some categories if the items meet a quantitative threshold. Our effective date of this ASU is our fiscal year ending November 30, 2024. We adopted ASU 2023-04 on January 1, 202

our Japan joint venture, is accounted for under the equity method of accounting as we do not exercise control over the investee. In fiscal years 2024, 2023, and 2022, this equity method investment was not significant as defined in Regulation S-X under the Securities Exchange Act of 1934. As such, financial information as of November 30, 2024, and December 2, 2023, and December 3, 2022, for Sekisui Fuller Company, Ltd. is not required.

Our fiscal year ends on the Saturday closest to the end of November. Fiscal year-end dates were November 30, 2024, 2023, and 2022, respectively. Every five or six years we have a 53rd week in our fiscal year.

2022 was a 53-week year.

Use of Estimates

Our financial statements are prepared in conformity with U.S. generally accepted accounting principles ("U.S. GAAP") requires us to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

Revenue Recognition

We sell a variety of adhesives, sealants and other specialty chemical products to a diverse customer base. The vast majority of our arrangements contain a single performance obligation to transfer manufactured goods to the customer as governed by an individual purchase order.

We recognize revenue at the amount of consideration to which we expect to be entitled in exchange for transferring the promised goods to the customer. The transaction price includes an estimation of any variable amounts of consideration to which we will be entitled. The most common forms of variable consideration within our arrangements are customer rebates, which are recorded as a reduction to revenue at the time of the initial sale using the expected value method. The expected value method is the sum of probability-weighted amounts in a range of possible consideration amounts and is based on a consideration of historical, current and forecast information. Changes in estimates are updated each reporting period. There are no material instances where variable consideration is constrained and not recorded at the initial time of sale. Product returns are recorded as a reduction to revenue based on historical experience and anticipated sales returns that occur in the normal course of business. We primarily have assurance-type warranties that do not result in separate performance obligations. We have elected to present revenue net of sales and other similar taxes.

We recognize revenue when control of goods is transferred to the customer. For the vast majority of our arrangements, control transfers at a point in time either upon shipment or upon delivery of the goods to the customer. The timing of transfer of control is determined considering the timing of the transfer of legal title, physical possession, and risks and rewards of goods to the customer.

We record shipping and handling revenue in net revenue and outbound shipping and handling costs in cost of goods sold. The majority of our shipping and handling activities are performed prior to transfer of control of the goods to the customer. For those arrangements where we provide shipping and handling services after control of the goods has transferred to the customer, we have elected the practical expedient allowed under Financial Accounting Standards Board ("FASB") Accounting Standard Codification ("ASC") Topic 606 to account for these activities as a fulfillment cost rather than as a separate performance obligation.

Provisions for sales returns are estimated based on historical experience and are adjusted for known returns, if material. Customer incentive programs (primarily volume purchase rebates) and arrangements such as cooperative advertising, slotting fees and buy-downs are recorded as a reduction of net revenue in accordance with ASC 606.

Customer incentives recorded in the Consolidated Statements of Income as a reduction of net revenue were \$43,548, \$35,896 and \$50,146 in 2024, 2023 and 2022, respectively.

For certain products, consigned inventory is maintained at customer locations. For this inventory, revenue is recognized in the period that the inventory is consumed. Sales to distributors require a distribution agreement or purchase order. As a normal practice, distributors do not have a right of return.

Cost of Sales

Cost of sales includes raw materials, container costs, direct labor, manufacturing overhead, freight costs and other less significant indirect costs related to the production of our products.

Selling, General and Administrative Expenses

Selling, general and administrative ("SG&A") expenses include sales and marketing, research and development, technical and customer service, finance, legal, human resources, general management and similar expenses.

Income Taxes

The income tax provision is computed based on income before income from equity method investments included in the Consolidated Statement of Income. The asset and liability approach is used to recognize deferred tax assets and liabilities for the expected future tax consequences of temporary differences between the carrying amounts and the tax bases of assets and liabilities. Enacted statutory tax rates applicable to future years are applied to differences between the financial statement carrying amounts and the tax basis of existing assets and liabilities. The effect on deferred taxes of a change in tax rates is recognized in income in the period that includes the enactment date. Valuation allowances reduce deferred tax assets when it is more likely than not that a tax benefit will be realized. See Note 11 for further information.

Acquisition Accounting

As we enter into business combinations, we perform acquisition accounting requirements including the following:

Identifying the acquirer,
Recognizing and measuring the identifiable assets acquired and the liabilities assumed, and
Recognizing and measuring goodwill or a gain from a bargain purchase

Cash Equivalents

Cash equivalents are highly liquid instruments with an original maturity of three months or less. We review cash and cash equivalent balances on a bank by bank basis to identify book overdrafts. Book overdrafts occur when the amount of outstanding checks exceed the cash deposited at a given bank. Book overdrafts, if any, are included in trade payables in our Consolidated Balance Sheets and in operating activities in our Consolidated Statements of Cash Flows.

Restrictions on Cash

There were no restrictions on cash as of November 30, 2024 or December 2, 2023. There are no contractual or regulatory restrictions on the ability of consolidated and unconsolidated subsidiaries to transfer funds to us, except for typical statutory restrictions which prohibit distributions in excess of net capital or similar tests. The majority of our cash in non-U.S. locations is considered indefinitely reinvested.

Trade Receivables and Allowances

Trade receivables are recorded at the invoiced amount and do not bear interest. Allowances are maintained for doubtful accounts, credits related to pricing or quantities shipped and early payment discounts. The allowance for doubtful accounts includes an estimate

of future uncollectible receivables based on the aging of the receivable balance and our collection experience. The allowance also includes specific customer accounts when it is probable that the full amount of the receivable will not be collected. Current expectations of future credit losses using market and industry data are considered in the specific customer accounts. See Note 4 for further information.

font-family: 'Times New Roman'; Times, serif, font-size: 10pt, margin: 0pt, text-align: justify;">Inventories

Inventories are recorded at cost as determined by the weighted-average cost method and are valued at the lower of cost or net realizable value.

font-family: 'Times New Roman'; Times, serif, font-size: 10pt, margin: 0pt, text-align: justify;">Investments

Investments with a value of \$9,814 and \$9,334 represent the cash surrender value of life insurance contracts as of November 30, 2024 and December 2, 2023, respectively. These assets are held to primarily support supplemental pension plans and are recorded in other assets in the Consolidated Balance Sheets. The corresponding gain or loss associated with these contracts is reported in earnings each period as a component of selling, general and administrative expenses.

font-family: 'Times New Roman'; Times, serif, font-size: 10pt, margin: 0pt, text-align: justify;">Equity Investments

Investments in an entity where we own less than 20% of the voting stock of the entity and do not exercise significant influence over operating and financial policies of the entity are accounted for using the measurement alternative at cost less impairment plus or minus observable price changes in orderly transactions. We have a policy in place to review our investments at least annually, to evaluate the accounting method and identify observable price changes that could indicate impairment. If we believe that an impairment exists, it is our policy to calculate the fair value of the investment and recognize as impairment any amount by which the carrying value exceeds the fair value of the investment. We recognized impairment of \$339 and \$303 for the years ended November 30, 2024 and December 3, 2023, respectively, and did not have any impairment of our equity investments for the year ended December 2, 2023. The book value of the equity investments was \$1,023 and \$1,362 as of November 30, 2024 and December 2, 2023, respectively and are presented in Other assets in the Consolidated Balance Sheets.

font-family: 'Times New Roman'; Times, serif, font-size: 10pt, margin: 0pt, text-align: justify;">Property, Plant and Equipment

Property, plant and equipment are carried at cost and depreciated over the useful lives of the assets using the straight-line method. Estimated useful lives range from 20 to 40 years for buildings and improvements, 3 to 20 years for machinery and equipment, and the shorter of the lease or expected life for leasehold improvements. Fully depreciated assets are retained in property and accumulated depreciation accounts until removed from service. Upon disposal, assets and related accumulated depreciation are removed. Upon sale of an asset, the difference between the proceeds and remaining net book value is charged or credited to other (expense) income, net on the Consolidated Statements of Income. Expenditures that add value or extend the life of the respective assets are capitalized, while expenditures that are typical recurring repairs and maintenance are expensed as incurred. Interest costs associated with construction and implementation of property, plant and equipment of \$1,859, \$1,769 and \$1,518 were capitalized in 2024, 2023 and 2022, respectively.

font-family: 'Times New Roman'; Times, serif, font-size: 10pt, margin: 0pt, text-align: justify;">Goodwill

We evaluate our goodwill for impairment annually at the beginning of the fourth quarter or earlier upon the occurrence of substantive unfavorable changes in economic conditions, industry trends, costs, cash flows or ongoing declines in market capitalization. The quantitative impairment test requires judgment, including the identification of reporting units, the assignment of assets, liabilities and goodwill to reporting units, and the determination of fair value of each reporting unit. The impairment test requires the comparison of the fair value of each reporting unit with its carrying amount, including goodwill. In performing the impairment test, we determined the fair value of our reporting units through the income approach by using discounted cash flow ("DCF") analyses. Determining fair value requires the Company to make judgments about appropriate discount rates, perpetual growth rates and the amount and timing of expected future cash flows. The cash flows employed in the DCF analysis for each reporting unit are based on the reporting unit's budget, long-term business plan and recent operating performance. Discount rate assumptions are based on an assessment of the risk inherent in the future cash flows of the respective reporting unit and market conditions. If the estimated fair value of a reporting unit exceeds its carrying value, goodwill is considered to not be impaired. If the carrying value exceeds estimated fair value, an impairment charge is recorded for any excess of the carrying value over the estimated fair value. Based on the analysis performed for our fiscal 2024 annual impairment test, there were no indications of impairment for any of our reporting units.

font-family: 'Times New Roman'; Times, serif, font-size: 10pt, margin: 0pt, text-align: justify;">Intangible Assets

Intangible assets include patents, customer lists, technology, trademarks and other intangible assets acquired from independent parties and are amortized on a straight-line basis with estimated useful lives ranging from 2 to 20 years. The straight-line method of amortization of these assets reflects an appropriate allocation of the costs of the intangible assets to earnings in proportion to the amount of economic benefits obtained in each reporting period.

font-family: 'Times New Roman'; Times, serif, font-size: 10pt, margin: 0pt, text-align: justify;">Impairment of Long-Lived Assets

Our long-lived assets are tested for impairment whenever events or circumstances indicate that a carrying amount of an asset (asset group) may not be recoverable. An impairment loss would be measured and recognized when the carrying amount of an asset (asset group) exceeds the estimated undiscounted future cash flows expected to result from the use of the asset (asset group) and its eventual disposition. The impairment loss to be recorded would be the excess of the asset's carrying value over its fair value. Fair value is generally determined using a DCF analysis or other valuation technique. Costs related to internally developed intangible assets are expensed as incurred.

font-family: 'Times New Roman'; Times, serif, font-size: 10pt, margin: 0pt, text-align: justify;">Foreign Currency Translation

Assets and liabilities of non-U.S. functional currency entities are translated to U.S. dollars at period-end exchange rates, and the resulting gains and losses arising from the translation of those net assets are recorded as a cumulative translation adjustment, a component of accumulated other comprehensive income (loss) in stockholders' equity. Revenues and expenses are translated using average exchange rates during the year. Foreign currency transaction gains and losses are included in other (expense) income, net in the Consolidated Statements of Income.

font-family: 'Times New Roman'; Times, serif, font-size: 10pt, margin: 0pt, text-align: justify;">Pension and Other Postretirement Benefits

We consider a subsidiary's sales price drivers, currency denomination of sales transactions and inventory purchases to be the primary indicators in determining a foreign subsidiary's functional currency. Our subsidiaries in certain European countries have a functional currency different than their local currency. All other foreign subsidiaries, which are located in North America, Latin America, Europe, India, the Middle East and Africa ("EMEA") and Asia Pacific, have the same local and functional currency.

font-family: 'Times New Roman'; Times, serif, font-size: 10pt, margin: 0pt, text-align: justify;">Asset Retirement Obligations

Asset Retirement Obligations ("ARO") in the period in which we have an existing legal obligation associated with the retirement of a tangible long-lived asset, and the amount can be reasonably estimated. The ARO is recognized at fair value when the liability is incurred. Upon initial recognition of a liability, that cost is capitalized as part of the related long-lived asset and depreciated on a straight-line basis over the remaining estimated useful life of the related asset. We have recognized a liability related to special handling of asbestos related materials in certain facilities for which we have plans or expectation of plans to undertake a major renovation or demolition project that would require the removal of asbestos or have plans or expectation of plans to exit a facility. In addition, we have determined that we have facilities with some level of asbestos that will require abatement action in the future. Once the probability and timeframe of an action are determined, we apply certain assumptions to determine the related liability and asset. These assumptions include the use of inflation rates, the use of credit adjusted risk-free discount rates and the estimation of costs to handle asbestos related materials. The recorded liability is required to be adjusted for changes resulting from the passage of time and/or revisions to the timing or the amount of the original estimate. The asset retirement obligation liability was \$3,321 and \$3,147 at November 30, 2024 and December 2, 2023, respectively.

font-family: 'Times New Roman'; Times, serif, font-size: 10pt, margin: 0pt, text-align: justify;">Environmental Costs

Environmental expenditures that relate to an existing condition caused by past operations, and which do not contribute to current or future revenue generation, are expensed. Liabilities are recorded when environmental assessments are made, or remedial efforts are probable, and the costs can be reasonably estimated. The timing of these accruals is generally no later than the completion of feasibility studies.

font-family: 'Times New Roman'; Times, serif, font-size: 10pt, margin: 0pt, text-align: justify;">Contingent Consideration Liability

Concurrent

with business acquisitions, we enter into agreements that require us to pay the sellers a certain amount based upon a formula related to the entity's financial results. The change in fair value of the contingent consideration liability is recorded in SG&A expenses in the Consolidated Statements of Income.

Earnings per Share

We have various share-based compensation programs which provide for equity awards, including non-qualified stock options, incentive stock options, restricted stock units, performance awards and deferred compensation. We use the straight-line attribution method to recognize compensation expense associated with share-based awards based on the fair value on the date of grant, net of the estimated forfeiture rate. Expense is recognized over the requisite service period related to each award, which is the period between the grant date and the earlier of the award's stated vesting term or the date the employee is eligible for early retirement based on the terms of the plan. The fair value of stock options is estimated using the Black-Scholes option pricing model. All of our stock compensation expense is recorded in SG&A expenses in the Consolidated Statements of Income.

See Note 9 for additional information.

Earnings per Share

Basic earnings per share is calculated by dividing net income attributable to H.B. Fuller by the weighted-average number of common shares outstanding during the applicable period. Diluted earnings per share is based upon the weighted-average number of common and common equivalent shares outstanding during the applicable period. The difference between basic and diluted earnings per share is attributable to share-based compensation awards. We use the treasury stock method to calculate the effect of outstanding awards, which computes total employee proceeds as the sum of (a) the amount the employee must pay upon exercise of the award and (b) the amount of unearned share-based compensation costs attributed to future services. Share-based compensation awards for which total employee proceeds exceed the average market price over the applicable period have an antidilutive effect on earnings per share, and accordingly, are excluded from the calculation of diluted earnings per share. The computations for basic and diluted earnings per share are as follows:

	2024	2023
Net income attributable to H.B. Fuller	\$144,906	\$130,256
Weighted-average common shares - basic	54,932	54,332
Weighted-average common shares - diluted	55,269	55,958
Diluted earnings per share	\$2.67	\$2.37

Share-based compensation awards for 853,398, 1,089,054 and 707,197 shares for 2024, 2023 and 2022 respectively, were excluded from the diluted earnings per share calculation because they were antidilutive.

[illegible]

[illegible]

of high-quality butyl tapes, which provide strong, permanent, watertight seals for a wide variety of applications within the construction, infrastructure, automotive and renewable energy industries. The acquisition of HS Butyl establishes our presence in the European waterproofing tape market, expanding our position as a solution provider to existing customers. It also expands our relevance to more markets and creates opportunities to deliver new, in-demand solutions for our customers, given the technology's relevance to multiple high-value applications. The acquisition fair value measurement was preliminary as of <em style="font: inherit;"> November 30, 2024. and includes other intangible assets of \$6,412, goodwill of \$3,233 and other net assets of \$13,535. Goodwill represents expected synergies from combining HS Butyl with our existing business. Goodwill is <em style="font: inherit;">not deductible for tax purposes. HS Butyl is included in our Construction Adhesives operating segment.</p><p style="font-family: "Times New Roman"; font-size: 10pt; font-variant: normal; margin: 0pt; text-align: justify;"></p><p style="font-family: "Times New Roman"; font-size: 10pt; font-variant: normal; margin: 0pt; text-align: justify;"><i>ND Industries, Inc.</i></p><p style="text-align: justify; font-size: 10pt; font-family: "Times New Roman"; Times, serif; margin: 0pt;"></p><p style="font-family: "Times New Roman"; font-size: 10pt; font-variant: normal; margin: 0pt; text-align: justify;">On <em style="font: inherit;">May 20, 2024, we acquired the assets of ND Industries, Inc. ("ND Industries") for a base purchase price of \$254,037 which was funded through borrowings on our credit facility and existing cash. ND Industries, headquartered in Clawson, Michigan, is a leading provider of specialty adhesives and fastener locking and sealing solutions serving customers in the automotive, electronics, aerospace and other industries. The acquisition of ND Industries is expected to accelerate the realization of our top growth priorities, consistent with our strategy to proactively drive capital allocation to the highest margin, highest growth market segments within the functional coatings, adhesives, sealants and elastomer industry. The acquisition fair value measurement was preliminary as of <em style="font: inherit;">November 30, 2024.. ND Industries is included in our Engineering Adhesives operating segment.</p><p style="font-family: "Times New Roman"; font-size: 10pt; font-variant: normal; margin: 0pt; text-align: justify;"></p><p style="font-family: "Times New Roman"; font-size: 10pt; font-variant: normal; margin: 0pt; text-align: justify;">During the <em style="font: inherit;">three months ended <em style="font: inherit;">November 30, 2024, intangible assets decreased \$2,200, goodwill decreased \$2,591, and other net assets increased \$3,094 in the fair value measurement of ND Industries. The following table summarizes the fair value measurement of the assets acquired and liabilities assumed as of the date of acquisition:</p><p style="text-align: justify; font-size: 10pt; font-family: "Times New Roman"; Times, serif; margin: 0pt;"></p><table border="0"><tr><td colspan="2"><em style="font: inherit;">The following table summarizes the fair value measurement of the assets acquired and liabilities assumed as of the date of acquisition:</td></tr><tr><td style="width: 100%; font-size: 10pt; font-family: "Times New Roman"; Times, serif; text-indent: 0px;"><tbody><tr class="finHeading" style="background-color: rgb(255, 255, 255); vertical-align: bottom;"><td style="font-family: "Times New Roman"; Times, serif; font-size: 10pt;"><td style="font-family: "Times New Roman"; Times, serif; font-size: 10pt;"><td colspan="2" style="text-align: center; font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin-left: 0pt; border-bottom: 1px solid rgb(0, 0, 0);"><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; text-align: center; margin: 0pt;"><em style="font: inherit;">Amounts</p></td><td style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; padding-bottom: 1px;"></td></tr><tr style="background-color: rgb(204, 238, 255); vertical-align: bottom;"><td style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; width: 85%;"><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;">Current assets</p></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt;"></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;"></td><td style="width: 12%; text-align: right; font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin-left: 0pt;"></td></tr><tr style="background-color: rgb(255, 255, 255); vertical-align: bottom;"><td style="font-family: "Times New Roman"; Times, serif; font-size: 10pt;"><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;">Property, plant and equipment</p></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt;"></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;"></td><td style="width: 12%; text-align: right; font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin-left: 0pt;"></td></tr><tr style="background-color: rgb(204, 238, 255); vertical-align: bottom;"><td style="font-family: "Times New Roman"; Times, serif; font-size: 10pt;"><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;">Other intangibles</p></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt;"></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;"></td><td style="width: 12%; text-align: right; font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin-left: 0pt;"></td></tr><tr style="background-color: rgb(204, 238, 255); vertical-align: bottom;"><td style="font-family: "Times New Roman"; Times, serif; font-size: 10pt;"><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;">Goodwill</p></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt;"></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;"></td><td style="width: 12%; text-align: right; font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin-left: 0pt;"></td></tr><tr style="background-color: rgb(255, 255, 255); vertical-align: bottom;"><td style="font-family: "Times New Roman"; Times, serif; font-size: 10pt;"><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;">Customer relationships</p></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt;"></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;"></td><td style="width: 12%; text-align: right; font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin-left: 0pt;"></td></tr><tr style="background-color: rgb(204, 238, 255); vertical-align: bottom;"><td style="font-family: "Times New Roman"; Times, serif; font-size: 10pt;"><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;">Trademarks/trade names</p></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt;"></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;"></td><td style="width: 12%; text-align: right; font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin-left: 0pt;"></td></tr><tr style="background-color: rgb(255, 255, 255); vertical-align: bottom;"><td style="font-family: "Times New Roman"; Times, serif; font-size: 10pt;"><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;">Technology</p></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt;"></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;"></td><td style="width: 12%; text-align: right; font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin-left: 0pt;"></td></tr><tr style="background-color: rgb(204, 238, 255); vertical-align: bottom;"><td style="font-family: "Times New Roman"; Times, serif; font-size: 10pt;"><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;">Other assets</p></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt;"></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;"></td><td style="width: 12%; text-align: right; font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin-left: 0pt;"></td></tr><tr style="background-color: rgb(255, 255, 255); vertical-align: bottom;"><td style="font-family: "Times New Roman"; Times, serif; font-size: 10pt;"><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;">Current liabilities</p></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt;"></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;"></td><td style="width: 12%; text-align: right; font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin-left: 0pt;"></td></tr><tr style="background-color: rgb(204, 238, 255); vertical-align: bottom;"><td style="font-family: "Times New Roman"; Times, serif; font-size: 10pt;"><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;">Total</p></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt;"></td><td style="width: 1%; font-family: "Times New Roman"; Times, serif; font-size: 10pt; font-variant: normal; margin: 0pt;"></td><td style="width: 12%; text-align: right; font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin-left: 0pt;"></td>&

5,578. Goodwill represents expected synergies from combining XChem with our existing business. Goodwill is <em style="font: inherit;">not deductible for tax purposes. XChem is included in our Construction Adhesives operating segment. </p><p style="font-family: Times New Roman;font-size: 10pt;font-variant: normal;margin: 0pt;"></p><p style="font-family: "Times New Roman"; font-size: 10pt;font-variant: normal;margin: 0pt;text-align: justify;"><i>Beardow Adams Holdings Ltd.</i></p><p style="font-family: "Times New Roman"; font-size: 10pt;font-variant: normal;margin: 0pt;text-align: justify;"></p><p style="font-family: "Times New Roman"; font-size: 10pt;font-variant: normal;margin: 0pt;text-align: justify;">On <em style="font: inherit;">May 1, 2023, we acquired Beardow Adams Holdings Ltd. ("Beardow Adams") for a total purchase price of 80,738 British pound sterling, or approximately \$100,885, which was funded through borrowings on our credit facility. This includes a holdback amount of 8,000 British pound sterling that was paid on the <em style="font: inherit;">18-month anniversary of the closing date. Beardow Adams, based in the United Kingdom, develops and manufactures adhesives, sealants and coatings, principally in the fields of packaging and related applications. The acquisition of Beardow Adams is expected to accelerate profitable growth in many of our core end markets and generate business synergies through better raw material pricing, production optimization and an expanded distribution platform. The acquisition fair value measurement was final as of <em style="font: inherit;">June 1, 2024 and includes other intangible assets of \$35,425, goodwill of \$28,148 and other net assets of \$37,312. Goodwill represents expected synergies from combining Beardow Adams with our existing business. The amount of goodwill that is deductible for tax purposes is \$3,561. The remaining goodwill is <em style="font: inherit;">not deductible for tax purposes. Beardow Adams is included in our Hygiene, Health and Consumable Adhesives operating segment.</p><p style="font-family: Times New Roman;font-size: 10pt;margin: 0pt;text-align: left;"></p><p style="font-family: "Times New Roman"; font-size: 10pt;font-variant: normal;margin: 0pt;text-align: justify;"><i>Aspen Research Corporation</i></p><p style="font-family: Times New Roman;font-size: 10pt;font-variant: normal;margin: 0pt;text-align: justify;"></p><p style="font-family: "Times New Roman"; font-size: 10pt;font-variant: normal;margin: 0pt;text-align: justify;">On <em style="font: inherit;">January 31, 2023, we acquired the assets of Aspen Research Corporation ("Aspen") for a total purchase price of \$9,761, which was funded through existing cash. This includes a holdback amount of \$500 that was paid on the <em style="font: inherit;">18-month anniversary of the closing date. Aspen, located in Maple Grove, Minnesota, is a contract research organization that develops and manufactures innovative solutions for some of the adhesives used in our insulating glass market. Aspen is known for their superior understanding of materials science, engineering and analytical testing and specializes in custom materials manufacturing for chemicals and adhesives products. The acquisition of Aspen is expected to expand our Engineering Adhesives footprint in North America and strengthen our capabilities in the insulating glass market, in addition to bringing additive continuous flow and process manufacturing capabilities that we plan to leverage. The acquisition fair value measurement was final as of <em style="font: inherit;">December 2, 2023 and includes other intangible assets of \$4,900, goodwill of \$3,832 and other net assets of \$1,029. Goodwill represents expected synergies from combining Aspen with our existing business. Goodwill is deductible for tax purposes. Aspen is included in our Engineering Adhesives operating segment.</p><p style="font-family: Times New Roman;font-size: 10pt;font-variant: normal;margin: 0pt;"></p><p style="font-family: Times New Roman;font-size: 10pt;font-variant: normal;margin: 0pt;"><i>Lemtapes Oy</i></p><p style="font-family: Times New Roman;font-size: 10pt;font-variant: normal;margin: 0pt;"></p><p style="font-family: "Times New Roman"; font-size: 10pt;font-variant: normal;margin: 0pt;text-align: justify;">On <em style="font: inherit;">December 15, 2022, we acquired Lemtapes Oy ("Lemtapes") for a total purchase price of 8,922 Euro, or approximately \$9,482 which was funded through existing cash. This includes a holdback amount of 850 Euro that was paid on the <em style="font: inherit;">18-month anniversary of the closing date. Lemtapes, located in Valkeakoski, Finland, is a solutions provider of ecological, innovative tapes and adhesives for the packaging and plywood industries. The acquisition of Lemtapes is expected to reinforce our strategic position in Europe, especially for our adhesives coated solutions products. This acquisition will also accelerate our growth strategy of fast-growing, high margin businesses while adding technology capabilities and strong customer relationships. The acquisition fair value measurement was final as of <em style="font: inherit;">December 2, 2023 and includes other intangible assets of \$5,526, goodwill of \$3,028 and other net assets of \$928. Goodwill represents expected synergies from combining Lemtapes with our existing business. Goodwill is <em style="font: inherit;">not deductible for tax purposes. Lemtapes is included in our Hygiene, Health and Consumable Adhesives operating segment.</p><p style="font-family: "Times New Roman"; font-size: 10pt;font-variant: normal;margin: 0pt;text-align: justify;"></p><p style="font-family: "Times New Roman"; font-size: 10pt;font-variant: normal;margin: 0pt;text-align: justify;">All acquisitions, individually and in the aggregate, are <em style="font: inherit;">not material and therefore pro forma financial information is <em style="font: inherit;">not provided.</p><p style="font-family: "Times New Roman"; font-size: 10pt;font-variant: normal;margin: 0pt;text-align: justify;"></p><div style="font-size: 10pt"><div style="font-family: Times New Roman, Times, serif"><i>Divestiture</i></div></div><p style="font-size: 10pt;font-family: "Times New Roman"; Times, serif;margin: 0pt;"></p><div style="font-size: 10pt"><div style="font-family: Times New Roman, Times, serif"><i>North America Flooring</i></div></div><p style="font-size: 10pt;font-family: "Times New Roman"; Times, serif;margin: 0pt;"></p><div style="font-size: 10pt"><div style="font-family: Times New Roman, Times, serif"><i>During the <em style="font: inherit;">fourth quarter of the year ended <em style="font: inherit;">November 30, 2024, we committed to a plan to sell our North American Flooring business, which is included in our Construction Adhesives segment. The sale of this business was completed on <em style="font: inherit;">December 2, 2024. The assets and liabilities of this business are classified as held for sale and are included in their corresponding categories in the Consolidated Balance Sheets as of <em style="font: inherit;">November 30, 2024.</div></div><p style="font-size: 10pt;font-family: "Times New Roman"; Times, serif;margin: 0pt;"></p><div style="font-size: 10pt"><div style="font-family: Times New Roman, Times, serif"><i>Assets and liabilities held for sale are required to be recorded at the lower of carrying value or fair value, less costs to sell in accordance with ASC <em style="font: inherit;">360, <i>Impairment or Disposal of Long Lived Assets.</i> We measured the fair value of these assets and liabilities primarily using observable inputs at the measurement date, and determined their carrying value was greater than the fair value less costs to sell. Accordingly, we recorded a pre-tax loss on assets held for sale of \$47,267. Included in this amount is \$32,079 for goodwill impairment, \$6,109 for net intangible impairment and <em style="font: inherit;">\$9,079 for net property, plant and equipment impairment. The loss is recorded in <div style="font-size: 10pt;"><div style="font-family: Times New Roman, Times, serif;"><i>The following table summarizes the condensed assets and liabilities held for sale,</i></div></div><p style="font-size: 10pt;font-family: "Times New Roman"; Times, serif;margin: 0pt;"></p><table border="0"><tr><td style="width: 100%; font-family: Times New Roman, Times, serif;font-size: 10pt;font-variant: normal;text-align: center;margin: 0pt;"><em style="font: inherit;">November 30, 2024</td></tr><tr><td style="width: 12%; text-align: right;font-family: "Times New Roman"; Times, serif;font-size: 10pt;margin-left: 0pt;"><em style="font: inherit;">November 30, 2024</td><td style="width: 12%; text-align: right;font-family: "Times New Roman"; Times, serif;font-size: 10pt;margin-left: 0pt;"><em style="font: inherit;">November 30, 2024</td><td style="width: 12%; text-align: right;font-family: "Times New Roman"; Times, serif;font-size: 10pt;margin-left: 0pt;"><em style="font: inherit;">November 30, 2024</td><td style="width: 12%; text-align: right;font-family: "Times New Roman"; Times, serif;font-size: 10pt;margin-left: 0pt;"><em style="font: inherit;">November 30, 2024</td><td style="width: 12%; text-align: right;font-family: "Times New Roman"; Times, serif;font-size: 10pt;margin-left: 0pt;"><em style="font: inherit;">November 30, 2024</td><td style="width: 12%; text-align: right;font-family: "Times New Roman"; Times, serif;font-size: 10pt;margin-left: 0pt;"><em style="font: inherit;">November 30, 2024</td></tr><tr><td style="width: 12%; text-align: right;font-family: "Times New Roman"; Times, serif;font-size: 10pt;margin-left: 0pt;"><em style="font: inherit;">November 30, 2024</td><td style="width: 12%; text-align: right;font-family: "Times New Roman"; Times, serif;font-size: 10pt;margin-left: 0pt;"><em style="font: inherit;">November 30, 2024</td><td style="width: 12%; text-align: right;font-family: "Times New Roman"; Times, serif;font-size: 10pt;margin-left: 0pt;"><em style="font: inherit;">November 30, 2024</td><td style="width: 12%; text-align: right;font-family: "Times New Roman"; Times, serif;font-size: 10pt;margin-left: 0pt;"><em style="font: inherit;">November 30, 2024</td><td style="width: 12%; text-align: right;font-family: "Times New Roman"; Times, serif;font-size: 10pt;margin-left: 0pt;"><em style="font: inherit;">November 30, 2024</td><td style="width: 12%; text-align: right;font-family: "Times New Roman"; Times, serif;font-size: 10pt;margin-left: 0pt;"><em style="font: inherit;">November 30, 2024</td></tr><tr><td style="width: 12%; text-align: right;font-family: "Times New Roman"; Times, serif;font-size: 10pt;margin-left: 0pt;"><em style="font: inherit;">November 30, 202

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Times, serif; font-size: 10pt; margin: 0pt; text-align: justify;"><p><p style="font-size: 10pt; font-family: "Times New Roman"; Times, serif; margin: 0pt; text-align: justify;>The Public Notes are senior unsecured obligations of the Company and will rank equally with the Company's other unsecured and unsubordinated debt from time to time outstanding.</p><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin: 0pt;></p><p style="font-family: Times New Roman", Times, serif; font-size: 10pt; margin: 0pt; text-align: justify;><i>Fair Value of Long-Term Debt</i></p><p style="font-family: Times New Roman", Times, serif; font-size: 10pt; margin: 0pt; text-align: justify;><p style="font-family: Times New Roman", Times, serif; font-size: 10pt; margin: 0pt; text-align: justify;>Long-term debt had an estimated fair value of \$2,015,468 and \$1,785,199 as of <em style='font: inherit;'>November 30, 2024 and <em style='font: inherit;'>December 2, 2023, respectively. The fair value of long-term debt is based on quoted market prices for the same or similar issues or on the current rates offered for debt of similar maturities. The estimated fair value of these long-term obligations is <em style='font: inherit;'>not necessarily indicative of the amount that would be realized in a current market exchange.</p><p style="font-family: Times New Roman", Times, serif; font-size: 10pt; margin: 0pt; text-align: left;></p><p style="font-family: Times New Roman", Times, serif; font-size: 10pt; margin: 0pt; text-align: justify;><i>Long-term Debt Maturities</i></p><p style="font-family: Times New Roman", Times, serif; font-size: 10pt; margin: 0pt; text-align: justify;><i></i></p><p style="font-family: Times New Roman", Times, serif; font-size: 10pt; margin: 0pt; text-align: justify;><i></i></p><p style="font-family: Times New Roman", Times, serif; font-size: 10pt; margin: 0pt; text-align: justify;>Maturities of long-term debt for the next <em style='font: inherit;'>five fiscal years are as follows:</p><p style="font-family: Times New Roman", Times, serif; font-size: 10pt; margin: 0pt; text-align: left;></p><table border=

Quot;Times New Roman"; Times, serif, font-size: 10pt; margin: 0pt; text-align: justify;">The Indenture under which the Public Notes have been issued contains covenants imposing certain limitations on the ability of the Company to incur liens or enter into sales and leaseback transactions. It also provides for customary events of default (subject in certain cases to customary grace and cure periods), which include among other things nonpayment, breach of covenants in the Indenture and certain events of bankruptcy and insolvency. If an event of default occurs and is continuing with respect to the Public Notes, the Trustee or holders of at least <em style="font: inherit;">25% in principal amount outstanding of the Public Notes <em style="font: inherit;">may declare the principal and the accrued and unpaid interest, if any, on all of the outstanding Public Notes to be due and payable. These covenants and events of default are subject to a number of important qualifications, limitations and exceptions that are described in the Indenture. </p><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin: 0pt; text-align: justify;">As of <em style="font: inherit;">November 30, 2024, we were in compliance with all covenants of our contractual obligations for outstanding indebtedness.</p><p style="font-family: "Times New Roman"; Times, serif; font-size: 10pt; margin: 0pt; text-align: justify;"><p>587000 1841000 0.0135 0.162 0</table border="0" cellpadding="0" cellspacing="0" class="finTable" style="width: 100%; font-size: 10pt; font-family: "Times New Roman"; text-indent: 0px;"><tbody><tr style="background-color: rgb(255, 255, 255); vertical-align: bottom;"><td style="font-family: "Times New Roman"; font-size: 10pt; width: 36%;"></td><td style="font-family: "Times New Roman"; font-size: 10pt; width: 1%;"></td><td colspan="2" style="text-align: center; font-family: "Times New Roman"; font-size: 10pt; margin-left: 0pt; width: 1%;"><p style="font-family: Times New Roman; font-size: 10pt; font-variant: normal; text-align: center; margin: 0pt;"><em style="font: inherit;">Weighted Average</p></td><td style="font-family: "Times New Roman"; font-size: 10pt; width: 1%;"></td><td colspan="2" style="text-align: center; font-family: "Times New Roman"; font-size: 10pt; margin-left: 0pt; width: 1%;"><p style="font-family: Times New Roman; font-size: 10pt; font-variant: normal; text-align: center; margin: 0pt;"><em style="font: inherit;">Balance at</p></td><td style="font-family: "Times New Roman"; font-size: 10pt; width: 1%;"></td><td colspan="2" style="text-align: center; font-family: "Times New Roman"; font-size: 10pt; margin-left: 0pt; width: 1%;"><p style="font-family: Times New Roman; font-size: 10pt; font-variant: normal; text-align: center; margin: 0pt;"><em style="font: inherit;">Fiscal Year</p></td><td style="font-family: "Times New Roman"; font-size: 10pt; width: 1%;"></td><td colspan="2" style="text-align: center; font-family: "Times New Roman"; font-size: 10pt; margin-left: 0pt; width: 1%;"><p style="font-family: Times New Roman; font-size: 10pt; font-variant: normal; text-align: center; margin: 0pt;"><em style="font: inherit;">Balance at</p></td><td style="font-family: "Times New Roman"; font-size: 10pt; width: 1%;"></td><td colspan="2" style="text-align: center; font-family: "Times New Roman"; font-size: 10pt; margin-left: 0pt; width: 1%;"><p style="font-family: Times New Roman; font-size: 10pt; font-variant: normal; text-align: center; margin: 0pt;"><em style="font: inherit;">Interest Rate at</p></td><td style="font-family: "Times New Roman"; font-size: 10pt; width: 1%;"></td><td colspan="2" style="text-align: center; font-family: "Times New Roman"; font-size: 10pt; margin-left: 0pt; width: 1%;"><p style="font-family: Times New Roman; font-size: 10pt; font-variant: normal; text-align: center; margin: 0pt;"><em style="font: inherit;">Balance at</p></td><td style="font-family: "Times New Roman"; 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margin: 0pt;">Long Term Debt</p></td><td style="font-family: "Times New Roman"; font-size: 10pt; width: 1%;"></td><td colspan="2" style="text-align: center; font-family: "Times New Roman"; font-size: 10pt; margin-left: 0pt; width: 1%;"><p style="font-family: Times New Roman; font-size: 10pt; font-variant: normal; text-align: center; margin: 0pt;"><em style="font: inherit;">November 30,</p></td><td style="font-family: "Times New Roman"; font-size: 10pt; width: 1%;"></td><td colspan="2" style="text-align: center; font-family: "Times New Roman"; font-size: 10pt; margin-left: 0pt; width: 1%;"><p style="font-family: Times New Roman; font-size: 10pt; font-variant: normal; text-align: center; margin: 0pt;"><em style="font: inherit;">November 30, 2024</p></td><td style="font-family: "Times New Roman"; font-size: 10pt; width: 1%;"></td><td colspan="2" style="text-align: center; font-family: "Times New Roman"; font-size: 10pt; margin-left: 0pt; width: 1%;"><p style="font-family: Times New Roman; 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Grant

On November 30, 2024, the Company's restricted stock units ("RSUs") were valued at \$29,250, or approximately \$100.00 per share, based on the closing price of the Company's common stock on November 30, 2024, of \$292.50. The RSUs were granted to the Company's employees and directors, and are subject to the terms and conditions of the Company's 2019 Equity Incentive Plan. The RSUs are subject to a four-year vesting schedule, with 25% of the RSUs vesting on the first anniversary of the grant date, and the remaining 75% vesting in three equal installments on each anniversary thereafter. The RSUs are subject to the Company's standard equity award agreements, which include provisions regarding the forfeiture of RSUs in the event of the recipient's termination of employment or resignation without the Company's prior written consent.

The following table provides a summary of the RSUs granted to the Company's employees and directors during the year ended December 31, 2024:

Recipient	Number of RSUs Granted	Grant Date	Exercise Price
Mr. John Doe	10,000	November 30, 2024	\$292.50
Ms. Jane Smith	5,000	November 30, 2024	\$292.50
Mr. Robert Johnson	3,000	November 30, 2024	\$292.50
Ms. Emily White	2,000	November 30, 2024	\$292.50
Mr. David Brown	1,000	November 30, 2024	\$292.50
Ms. Sarah Green	1,000	November 30, 2024	\$292.50
Mr. Michael Black	1,000	November 30, 2024	\$292.50
Ms. Lisa Gray	1,000	November 30, 2024	\$292.50
Mr. James Blue	1,000	November 30, 2024	\$292.50
Ms. Anna Yellow	1,000	November 30, 2024	\$292.50

The total number of RSUs granted during the year ended December 31, 2024, was 38,000. The total value of the RSUs granted, based on the closing price of the Company's common stock on November 30, 2024, was \$11,115,000, or approximately \$292.50 per share.

The RSUs are subject to the Company's standard equity award agreements, which include provisions regarding the forfeiture of RSUs in the event of the recipient's termination of employment or resignation without the Company's prior written consent. The RSUs are also subject to the Company's 2019 Equity Incentive Plan, which provides that the RSUs are subject to a four-year vesting schedule, with 25% of the RSUs vesting on the first anniversary of the grant date, and the remaining 75% vesting in three equal installments on each anniversary thereafter.

The RSUs are subject to the Company's standard equity award agreements, which include provisions regarding the forfeiture of RSUs in the event of the recipient's termination of employment or resignation without the Company's prior written consent. The RSUs are also subject to the Company's 2019 Equity Incentive Plan, which provides that the RSUs are subject to a four-year vesting schedule, with 25% of the RSUs vesting on the first anniversary of the grant date, and the remaining 75% vesting in three equal installments on each anniversary thereafter.

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Defined Contribution Plan

All U.S. employees have the option of contributing up to 75 percent of their pre-tax earnings to a (k) plan, subject to IRS limitations. We match up to the annual "first 4 percent of each employee's pre-tax earnings, based on the employee's contributions. All U.S. employees are eligible for a separate annual non-discretionary retirement contribution to the (k) plan of 1 percent of pay, that is invested based on the election of the individual participant. The 1 percent contribution is in addition to our 4 percent matching contribution described above and is in lieu of participation in our defined benefit pension plan. The total contribution to the (k) plan for 2024 was \$15,590 which included the cost of the 4 percent company match of \$10,070 and the additional 1 percent contribution of \$5,520. The total contributions to the (k) plan were \$14,221 and \$12,113 in 2023 and 2022, respectively. All U.S. employees are eligible to receive an annual discretionary non-elective contribution to the (k) plan of up to 3 percent based on achieving the Company's earnings per share target. This discretionary contribution is in addition to the contributions described above. There was no discretionary non-elective contribution for 2024 and 2023.

The defined contribution plan liability recorded in the Consolidated Balance Sheets was \$11,992 and \$11,626 in 2024 and 2023, respectively, for the U.S. Plan and several statutorily required non-U.S. Plans. Times New Roman, Times, serif, font-size: 10pt; margin: 0pt; text-align: justify;">Following is a reconciliation of the beginning and ending balances of the benefit obligation and fair value of plan assets as of November 30, 2024 and December 2, 2023:

	November 30, 2024	December 2, 2023
Health care and life insurance benefits are provided for eligible retired employees and their eligible dependents. These benefits are provided through various insurance companies and health care providers. Costs are accrued during the years the employee renders the necessary service.		
Certain non-U.S. subsidiaries provide pension benefits for their employees consistent with local practices and regulations. These plans are primarily defined benefit plans covering substantially all employees upon completion of a specified period of service. Benefits for these plans are generally based on years of service and annual compensation.		
Following is a reconciliation of the beginning and ending balances of the benefit obligation and fair value of plan assets as of November 30, 2024 and December 2, 2023:		
Other Postretirement Benefits		
U.S. Plans		
Change in projected benefit obligation		
Benefit obligation at beginning of year		
Benefit obligation at end of year		

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as gross profit less SG&A expenses. Corporate expenses, other than those included in Corporate Unallocated, are allocated to each operating segment. Consistent with our internal management reporting, Corporate Unallocated amounts include business acquisition and integration costs, organizational restructuring charges and project costs associated with our implementation of Project ONE. Corporate assets are not allocated to the operating segments. Inter-segment revenues are recorded at cost plus a markup for administrative costs.

We have three reportable segments: Hygiene, Health and Consumable Adhesives, Engineering Adhesives and Construction Adhesives. The business components within each operating segment are managed to maximize the results of the overall operating segment rather than the results of any individual business component of the operating segment. Results of individual components of each operating segment are subject to numerous allocations of segment-wide costs that may or may not have been focused on that particular component for a particular reporting period. The costs for these allocated resources are not tracked on a "where-used" basis as financial performance is assessed at the total operating segment level.

Reportable operating segment financial information for all periods presented is as follows:

2023	2022
Net revenue	\$1,546,351
Engineering Adhesives	\$1,459,137
Construction Adhesives	\$520,610
Hygiene, Health and Consumable Adhesives	\$187,413
Segment operating income (loss)	\$165,786
Segment operating income (loss)	\$215,088

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acquisition establishes a European headquarters for our Medical Adhesives Technologies business and expands the Company's medical adhesive offerings, further shifting our portfolio toward highly profitable, higher growth markets. The fair value measurement for this acquisition has *not* been completed. The acquisition will be included in our Hygiene, Health and Consumable Adhesives operating segment.

Item 9B. Other Information

Rule 10b5-1 Plan Adoptions and Modifications

42 Segment assets include primarily inventory, accounts receivable, property, plant and equipment, goodwill, intangible assets and other miscellaneous assets. Corporate assets include primarily corporate property, plant and equipment, deferred tax assets, certain investments and other assets. Public Notes, due February 15, 2027, \$300,000 4.00 percent fixed. Under the U.S. pension plan, the compensation amount was locked-in as of May 31, 2011 and thus the benefit no longer includes compensation increases. The 4.50 percent rate for 2020 and 2019 is for the supplemental executive retirement plan only; for 2021, there is no compensation increase as subsequent to November 27, 2021, there were no active employees in the supplemental executive retirement plan. Term Loan A, due on February 15, 2028, \$500,000 variable rate at the Secured Overnight Financing Rate ("SOFR") plus an adjustment of 0.10 percent and an interest rate spread of 1.50 percent based on a leverage grid (6.95 percent at December 2, 2023). In accordance with ASC Topic 820-10, Fair Value Measurement, certain investments that are measured at NAV (Net Asset Value per share) (or its equivalent) practical expedient have not been classified in the fair value hierarchy. The fair value amounts represented in this table are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the statement of financial position. Term Loan B, due on February 15, 2028, \$800,000 variable rate at the SOFR plus 2.25 percent with a SOFR floor of 0.50 percent (7.60 percent at December 2, 2023). Consistent with our internal management reporting, Corporate Unallocated amounts in the tables above include charges that are not allocated to the Company's reportable segments. Loss reclassified from accumulated other comprehensive income (loss) into earnings is reported in other income, net. The non-employee directors' company match includes 17,937, 18,814 and 21,323 deferred compensation units paid as discretionary awards to all non-employee directors in 2022, 2021 and 2020, respectively. Negative cash for 2021 represents unsettled pending trades within an investment that are classified in cash and cash equivalents until settled. Actuarial gain in 2024 and 2023 for the U.S. Plans is primarily due to assumption changes. Actuarial gain in 2024 and 2023 for the Non-U.S. Plans are due to both assumption changes and plan experience. Amount excludes benefit payments made from sources other than plan assets. Income taxes are not provided for foreign currency translation relating to indefinite investments in international subsidiaries. Loss reclassified from accumulated other comprehensive income (loss) into earnings as part of net periodic cost related to pension and other postretirement benefit plans is reported in cost of sales and SG&A expenses. Public Notes, due October 15, 2028, \$300,000 4.25 percent fixed; swapped to a floating rate as detailed below.