Execution Version

STRICTLY CONFIDENTIAL

GOLDMAN SACHS BANK USA
200 West Street
New York, New York 10282

July 17, 2026

H.B. Fuller Company
1200 Willow Lake Boulevard
St. Paul, Minnesota 55110
Attention: [redacted]

Project Amsterdam
Amended and Restated Agency Fee Letter

Ladies and Gentlemen:

Reference is made to the Amended and Restated Fee and Syndication Letter, dated the date hereof (as amended, restated, amended and restated, supplemented or otherwise modified from time to time, the "Fee Letter") by and among Goldman Sachs Bank USA ("GS Bank"), JPMorgan Chase Bank, N.A. ("JPM"), U.S. Bank National Association ("US Bank"), Citigroup Global Markets Inc. ("Citi"), MUFG Bank, Ltd. ("MUFG"), Morgan Stanley Senior Funding, Inc. ("MS"), PNC Capital Markets LLC ("PNC Capital"), PNC Bank, National Association ("PNC Bank" and together with PNC Capital, "PNC"), Bank of America, N.A. ("BofA"), HSBC Securities (USA) Inc. ("HSBC Securities"), HSBC Bank USA, N.A. ("HSBC Bank" and together with HSBC Securities, "HSBC"), Wells Fargo Securities, LLC ("Wells Fargo"), BMO Capital Markets Corp. ("BMOCMC"), Bank of Montreal ("BofM" and together with BMOCMC, "BMO") and you. Capitalized terms used but not defined herein are used with the meanings assigned to them in the Bridge Credit Agreements (as defined in the Fee Letter).

This Amended and Restated Agency Fee Letter, dated as of the date hereof (the "Agency Fee Letter"), by and among you and GS Bank, amends, restates and supersedes in its entirety that certain Agency Fee Letter, dated as of June 25, 2026 (the "Original Signing Date" and such letter, the "Original Agency Fee Letter"), by and among GS Bank and you, and such Original Agency Fee Letter shall be of no further force or effect (other than with respect to any provisions thereof that survive pursuant to the terms of the Original Agency Fee Letter).

1. Fees.

As consideration for GS Bank's agreement to structure, arrange and syndicate the Bridge Facilities, you jointly and severally agree to pay, or cause to be paid or have paid, as applicable, to GS Bank:

(a) a structuring fee (the "Secured Bridge Structuring Fees") in an aggregate amount equal to 0.25% of the aggregate principal amount of Secured Bridge Commitments on the Original Signing Date, which was earned and fully paid on the Original Signing Date;

(b) a structuring fee (the "Unsecured Bridge Structuring Fee") in an aggregate amount equal to 0.25% of the aggregate principal amount of the Unsecured Bridge Commitments on the Original Signing Date, which was earned and fully paid on the Original Signing Date;

(c) an administration fee (the "Secured Bridge Agent Fee") for the account of the Secured Bridge Administrative Agent in a per annum amount equal to $12,500, which fee will be payable in quarterly installments in advance commencing on, and subject to the occurrence of, the Secured Bridge Closing Date. If, prior to the final maturity date of the Secured Bridge Facility, the Secured Bridge Commitments are terminated, the Secured Bridge Agent Fee payable upon such termination shall be prorated in proportion to (i) the number of days remaining until (but not including) the end of such fiscal quarter divided by (ii) the number of days in such fiscal quarter; and

(d) an administration fee (the "Unsecured Bridge Agent Fee") for the account of the Unsecured Bridge Administrative Agent in a per annum amount equal to $12,500, which fee will be payable in quarterly installments in advance commencing on, and subject to the occurrence of, the Unsecured Bridge Closing Date. If, prior to the final maturity date of the Unsecured Bridge Facility, the Unsecured Bridge Commitments are terminated, the Unsecured Bridge Agent Fee payable upon such termination shall be prorated in proportion to (i) the number of days remaining until (but not including) the end of such fiscal quarter divided by (ii) the number of days in such fiscal quarter.

As consideration for the Initial Secured Bridge Lender's commitments under the Secured Bridge Credit Agreement in respect of the Secured Bridge Facility, you jointly and severally agree to pay, or cause to be paid, or have paid, as applicable, the following fees:

(a) For the ratable account of each Initial Secured Bridge Lender, a commitment fee (the "Secured Bridge Commitment Fees") equal to (1) 0.40% of the aggregate committed amount of the Secured Bridge Facility on the Original Signing Date, which was earned and fully paid on or about the Original Signing Date, plus (2) 0.20% of the aggregate committed amount of the Secured Bridge Facility on the earlier of (x) the 120th day after the Original Signing Date and (y) the Secured Bridge Closing Date (immediately prior to giving effect to the funding, if any, of any Secured Bridge Loans funded on such date and which shall, for the avoidance of doubt, include the aggregate principal amount of Revolving Commitments under the Revolving Facility), which shall be earned and payable on such earlier date (or if such date is not a business day on the next succeeding business day); provided that if all of the Secured Bridge Commitments are terminated on or prior to 30 days from the Original Signing Date (other than a termination of the Secured Bridge Commitments in connection with funding the Secured Bridge Facility on or prior to 30 days from the Original Signing Date), the Secured Bridge Commitment Fees shall be repaid to you in full; and

(b) For the ratable account of each Secured Bridge Lender, a funding fee (the "Secured Bridge Funding Fees" and, together with the Secured Bridge Structuring Fees, the Unsecured Bridge Structuring Fee, the Secured Bridge Agent Fee and the Secured Bridge Commitment Fees, the "Fees") equal to the sum of 0.625% of the aggregate principal amount of the Secured Bridge Loans funded by such Secured Bridge Lender on the Secured Bridge Closing Date (including, for the avoidance of doubt, the Revolving Loans funded by such Secured Bridge Lender on the Secured Bridge Closing Date), which shall be earned and payable on, and subject to the occurrence of, the Secured Bridge Closing Date.

You agree that, once paid, the Fees or any part thereof payable hereunder shall not be refundable under any circumstances (except to the extent expressly set forth herein with respect to the Secured Bridge Commitment Fee), regardless of whether the transactions or borrowings contemplated hereunder are consummated. All Fees payable hereunder shall be paid in U.S. dollars and in immediately available funds, shall be free and clear of and without deduction for any and all present or future applicable taxes, levies, imports, deductions, charges or withholdings, shall be payable without setoff or counterclaim and shall be in addition to reimbursement of GS Bank's out-of-pocket expenses. You agree that we may, in our sole discretion, share all or a portion of any of the Fees payable pursuant to this Agency Fee Letter with any of our affiliates.

2. Miscellaneous.

It is understood and agreed that this Agency Fee Letter shall not constitute or give rise to any obligation to provide any financing. This Agency Fee Letter may not be amended or waived except by an instrument in writing signed by us and you. This Agency Fee Letter shall not be assignable by you without our prior written consent (and any purported assignment without such consent shall be null and void).

In addition, the Company shall offer GS Bank (or one of its affiliates) the right to act as lead principal or lead counterparty in the case of any foreign exchange or commodities transaction, currency or interest rate swap or other hedging or equity derivative transaction related to any Bank Financing (as defined in the Amended and Restated Engagement Letter (Bank Financing), dated as of the date hereof (the "Bank Financing Engagement Letter"), between GS Bank, JPM, US Bank, Citi, MUFG, MS, PNC, BofA, HSBC, Wells Fargo, BMO and you), or any hedging of any equity market risk associated with any Bank Financing (whether related to the form of consideration, the payment structure or the assets that are the subject of any such transaction or otherwise). Where GS Bank (or one of its affiliates) agrees to act as the principal or counterparty in a swap, hedging or any other transaction with the Company, such transactions will be based on customary documentation for such transactions and GS Bank (or one of its affiliates) will not be acting as an agent of or advisor to the Company with respect to such transactions or the terms thereof.

This Agency Fee Letter and the Original Agency Fee Letter shall be governed by, and construed in accordance with, the law of the State of New York. The parties hereto hereby waive any right they may have to a trial by jury with respect to any claim, action, suit or proceeding arising out of or contemplated by this Agency Fee Letter or the Original Agency Fee Letter. The parties hereto submit to the exclusive jurisdiction of the federal and New York State courts located in the County of New York in connection with any dispute related to, contemplated by, or arising out of this Agency Fee Letter or the Original Agency Fee Letter and agree that any service of process, summons, notice or document by registered mail addressed to such party shall be effective service of process for any suit, action or proceeding relating to any such dispute. The parties hereto irrevocably and unconditionally waive any objection to the laying of venue of any such suit, action or proceeding brought in any such court and agree that any final judgments in any such suit, action or proceeding brought in any such court shall be conclusive and may be enforced in other jurisdictions by suit upon the judgment or in any other manner provided by law. For the avoidance of doubt, nothing herein prohibits any individual from communicating or disclosing information regarding suspected violations of laws, rules, or regulations to a governmental, regulatory, or self-regulatory authority without any notification to any person pursuant to any "whistleblowing" or other similar program of such governmental, regulatory or self-regulatory authority.

This Agency Fee Letter may be executed in any number of counterparts, each of which shall be an original, and all of which, when taken together, shall constitute one agreement. Delivery of an executed counterpart of a signature page to this Agency Fee Letter by electronic transmission shall be effective as delivery of a manually executed counterpart of this Agency Fee Letter. The words "execution," "signed," and "signature," and words of like import in or related to this Agency Fee Letter shall be deemed to include electronic signatures or the keeping of records in electronic form, each of which shall be of the same legal effect, validity or enforceability as a manually executed signature or the use of a paper-based recordkeeping system, as the case may be, to the extent and as provided for in any applicable law, including the Federal Electronic Signatures in Global and National Commerce Act and the New York State Electronic Signatures and Records Act.

This Agency Fee Letter contains the entire agreement among the parties relating to the subject matter hereof and supersede all oral statements and prior writings with respect thereto. Section headings herein are for convenience only and are not a part of this letter agreement. This Agency Fee Letter is solely for the benefit of the Company and GS Bank, and no other person shall acquire or have any rights under or by virtue of this letter agreement. No party hereto shall be responsible or have any liability to any other party for any indirect, special or consequential damages incurred by such other party arising out of or in connection with this letter agreement or the transactions contemplated hereby, even if advised of the possibility thereof.

The provisions of Sections 5 and 7 of the Fee Letter are incorporated herein, *mutatis mutandis*, as though fully set forth herein.

[SIGNATURE PAGES FOLLOW]

Please confirm that the foregoing is our mutual understanding by signing and returning to us an executed counterpart of this Agency Fee Letter.

Very truly yours,

GOLDMAN SACHS BANK USA

[redacted]

Accepted and agreed to as of
the date first written above by:

H.B. FULLER COMPANY

By: _[redacted]________
Name: [redacted]
Title: [redacted]