THIS LETTER IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION. If you are in any doubt about the contents of this letter or the action you should take, you are recommended to seek your own independent financial advice from your stockbroker, bank manager, solicitor, accountant or other independent financial adviser duly authorised under the Financial Services and Markets Act 2000 if you are resident in the United Kingdom or an appropriately authorised independent financial adviser if you are resident outside the United Kingdom.

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1200 Willow Lake Boulevard
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20 July 2026

To the holders of options granted under the Advanced Medical Solutions Group plc Long Term Incentive Plan 2014 (the ***LTIP****)*

Dear Participant

Recommended cash acquisition of Advanced Medical Solutions Group plc (AMS) by H.B. Fuller Medical Adhesive Technologies Inc. (Bidco), **a wholly-owned subsidiary of H.B. Fuller Company (H.B. Fuller): How it affects your options granted under the LTIP**

Introduction

On 25 June 2026, the boards of directors of AMS and H.B. Fuller announced that they had reached agreement on the terms of a recommended cash acquisition of the entire issued and to be issued ordinary share capital of AMS by Bidco (the **Acquisition**). The Acquisition is expected to be effected by means of a Court-sanctioned scheme of arrangement under Part 26 of the Companies Act.

This Letter tells you about the impact of the Acquisition on each option you hold under the LTIP (**Option**) and the decisions you are able to make.

Please read everything in this Letter and its appendices carefully. **Their contents are very important.**

You will find a list of definitions in **Appendix A,** which explain the key defined terms used in this Letter. Any capitalised terms not included in Appendix A have the meaning given to them in the Scheme Document.

The Acquisition and the Scheme

The Acquisition is being implemented through what is known as a 'Scheme of Arrangement'. The purpose of the Scheme is to provide for Bidco (or its nominee) to become the owner of the entire issued and to be issued ordinary share capital of AMS. Under the terms of the Scheme, which is subject to the conditions and further terms set out in Part III (Conditions to the implementation of the Scheme and to the Acquisition) of the Scheme Document, AMS Shareholders will be entitled to receive at the Scheme Record Time:

for each AMS Share they own:

285 pence in cash

You should note that the Scheme is subject to the approval of the AMS Shareholders, and is also subject to Court approval.

The Scheme Document is available to view at, and can be downloaded from, AMS's website at www.admedsol.com.

Your Options

You are receiving this Letter because you hold one or more Options.

This Letter sets out the impact of the Acquisition on your Options. This Letter also sets out the proposal being made by Bidco in relation to your Options (at paragraph 2 of the "Impact of the Acquisition on your Options" section) (the **Proposal**), the alternatives open to you in relation to your Options, and the recommendation of the AMS Directors (set out at paragraph 7 of the "Impact of the Acquisition on your Options" section).

In broad terms, the Proposal is that you exercise your Options by submitting an election on the Computershare portal (with such exercise conditional on the Scheme being sanctioned by the Court) and participate in the Acquisition in respect of any AMS Shares that you acquire following exercise.

Action to take

If you wish to exercise your Options in accordance with the Proposal, you will need to complete and submit an election on the Computershare portal by 5PM ON 21 SEPTEMBER 2026. Please note that the election is not currently live on the Computershare portal, but you will be notified when it becomes live in due course. Once live, the form of election will be accessible in the "Your Tasks" section of the Overview page by logging on to the Computershare portal at www.equateplus.com.

If you want to remind yourself of what Options you hold, the Computershare portal contains such details.

Please note that if you take no action, your Options will cease to be exercisable one month following the date of the Sanction Hearing, unless they lapse earlier under the rules of the LTIP, and you will not receive any value for your Options.

Questions

If you have any questions on the contents of this Letter or how to submit an election, please contact [redacted] or Computershare via the EquatePlus Helpdesk on +44 (0) 370 703 6092 or via the EquatePlus Helpchat. However, please be aware that no legal, tax, financial or investment advice on the Acquisition or its effect on your Options can be provided by AMS, Bidco or Computershare. **If you are in any doubt as to the action you should take, you should seek your own independent professional advice.**

Yours faithfully

[redacted]

For and on behalf of:
Advanced Medical Solutions Group plc

[redacted]

For and on behalf of:
H.B. Fuller Medical Adhesive Technologies Inc

IMPACT OF THE ACQUISITION ON YOUR OPTIONS

1. When can my Options be exercised?

<u>Vested Options</u>

All Options granted prior to 2024 have vested and are currently exercisable.

You can elect to exercise Options that are already vested either before the date the Court sanctions the Scheme at the Sanction Hearing using the normal exercise procedures (subject to any dealing restrictions) or by accepting the Proposal set out in paragraph 2 below.

<u>Unvested Options</u>

Options that are unvested as at the date of the Sanction Hearing will vest on that date to the extent determined by the AMS Remuneration Committee.

The AMS Remuneration Committee has determined that:

- Options granted in 2024 and 2025 will vest in full in connection with the Acquisition;
- Options granted in 2026 will vest on a time pro-rated basis in connection with the Acquisition, such that they will vest as to 40% of the maximum number of AMS Shares subject to them.

All Options will be exercisable until the date falling one month after the date of the Sanction Hearing, following which they will lapse to the extent not exercised.

2. How do I exercise my Options and sell my AMS Shares pursuant to the Acquisition?

The Proposal is that you exercise all of the Options you hold at the date of the Sanction Hearing to the maximum extent possible, conditional on the Scheme being sanctioned by the Court, and participate in the Acquisition in respect of the AMS Shares you acquire from exercising your Options.

Each AMS Share you acquire following the exercise of your Options will then be acquired by Bidco under the Scheme.

For each AMS Share acquired by Bidco pursuant to the Acquisition, you will be entitled to receive the Consideration.

<u>**If you wish to exercise your Options in accordance with the Proposal, you will need to complete and submit an election on the Computershare portal by 5PM ON 21 SEPTEMBER 2026. Please note that the election is not currently live on the Computershare portal, but you will be notified when it becomes live in due course. Once live, the form of election will be accessible in the "Your Tasks" section of the Overview page by logging on to the Computershare portal at www.equateplus.com.**</u>

3. Do I need to pay anything to exercise my Options?

No, you will not need to make any upfront payments to exercise your Options.

4. What tax will I have to pay if I exercise my Options?

If you accept the Proposal, income tax and National Insurance contributions (or overseas equivalent) may arise in relation to the exercise of your Options.

Where applicable, any such income tax and National Insurance contributions will be deducted from the Consideration due to you under the Acquisition, withheld and paid to the relevant tax authorities by your employer in the AMS Group.

A brief summary of the tax consequences in relation to the exercise of your Options under the Proposal and the sale of any AMS Shares you acquire will be provided in due course.

Before you decide what action you would like to take, you should consider your personal tax position. If you are in any doubt as to your tax position, you should seek your own independent, professional tax advice immediately.

5. If I submit an election under the Proposal, when will the Consideration due for my AMS Shares subject to Options be paid to me?

Payment of the Consideration for AMS Shares subject to Options (following the deduction of any income tax and National Insurance contributions (or equivalent social security contributions) that AMS is required to withhold – see paragraph 4 above) will be made to you by AMS by no later than the next practicable payroll following the Effective Date.

6. Other courses of action

You do not have to exercise your Options by submitting an election on the Computershare portal to accept the Proposal.

<u>Exercise of vested Options using the normal exercise procedures</u>

You may instead exercise your Options which have already vested using the normal exercise procedures (subject to any dealing restrictions). However, for administrative reasons, the normal exercise procedures will become unavailable shortly prior to the Sanction Hearing.

If you exercise your vested Options using the normal exercise procedures and choose to retain your AMS Shares, each AMS Share that you hold at the Scheme Record Time will be acquired by Bidco under the Acquisition and you will receive the Consideration subject to the terms of the Acquisition.

If you submit an election to accept the Proposal you may still exercise your Options that are already vested using the normal exercise procedures. The Proposal will only have effect in relation to any Options that you have not already exercised as at the date of the Sanction Hearing.

<u>Exercise of Options following the date of the Sanction Hearing</u>

You may also exercise any Options which have vested and become exercisable during the one month period following the date of the Sanction Hearing. However, please note that if you exercise your Options during this period you will receive identical consideration to that you would have received had you exercised by accepting the Proposal, due to an amendment to be made to the AMS Articles. However, such consideration will be paid to you later than if you had exercised your Options by submitting an election on the Computershare portal to accept the Proposal.

If you do not exercise your Options by the end of this one month period, all your Options will lapse automatically.

7. What is the view of the AMS Directors?

The AMS Directors, who have been so advised by Evercore and Investec as to the financial terms of the Proposal, consider the terms of the Proposal set out in this Letter to be fair and reasonable in the context of the Acquisition. In providing their financial advice to the AMS Directors, Evercore and Investec have taken into account the commercial assessments of the AMS Directors for the purposes of Rules 3 and 15.2(a) of the Takeover Code.

The AMS Directors recommend that you exercise your Options. You should consider your own personal circumstances, including your tax position, when deciding what action to take in respect of your Options.

8. What happens if I leave employment with the AMS Group?

In order to be able to exercise your Options in accordance with the Proposal, you must be an employee within the AMS Group on the date of the Sanction Hearing. However, if you leave or have left in limited circumstances specified in the LTIP rules, you may be able to keep your Options, subject to the LTIP rules and, in particular, the lapse provisions mentioned in paragraph 6 above.

9. Can I give my Options to someone else?

No, you cannot transfer your Options.

10. How do I exercise my Options in accordance with the Proposal?

You should consider the Proposal set out in paragraph 2 above carefully, keeping in mind your financial position and the consequences of accepting the Proposal. If you are in any doubt, you should seek your own independent financial advice.

<u>If you wish to accept the Proposal you must submit an election by no later than 5PM ON 21 SEPTEMBER 2026.</u>

11. What happens if I do nothing?

If you do not submit an election to accept the Proposal, or otherwise exercise your Options, your Options will lapse one month after the date of the Sanction Hearing.

12. What if I hold awards under other AMS share plans?

This Letter only relates to Options under the LTIP. If you hold options or awards under another AMS share plan, you will receive a separate communication with details of the impact of the Acquisition on such options or awards. Please also read those letters carefully as the treatment under the other plans or arrangements may be different from the treatment of the Options.

13. Important notes

Nothing in this Letter, its appendices or the Computershare portal constitutes financial advice to any holder of AMS Shares or share options in AMS. None of AMS, Bidco, Computershare nor any of their employees, directors or advisers can provide legal, tax, financial or investment advice on the Acquisition.

If you have received this letter electronically, you may request a hard copy of this Letter, free of charge, by emailing [redacted]. You may also request that all future documents, announcements and information to be sent to you in relation to the Acquisition should be in hard copy form.

If there is a conflict between the information in this Letter, the Computershare portal and the LTIP rules or any relevant legislation, the LTIP rules and the legislation (as applicable) will prevail.

ACQUISITION SUMMARY

1. How does the Acquisition work?

The Acquisition will result in AMS and its subsidiaries becoming wholly-owned subsidiaries of Bidco (or its nominee).

The Acquisition will be carried out through what is called a "scheme of arrangement". This is a procedure that has to be first approved by AMS Shareholders at a shareholder meeting, to be held on 12 August 2026 and then approved by the Court at the Sanction Hearing (see paragraph 3 below). This is not the date on which the Acquisition will be completed. The Acquisition is currently due to complete two business days after the Sanction Hearing when the Scheme becomes effective. If you want to read more about this, please go to the AMS website (at www.admedsol.com), where you will find the Scheme Document that was sent to AMS Shareholders on or around the date of this Letter as well as a copy of this Letter.

2. What can AMS Shareholders receive under the Acquisition?

The terms of the Acquisition are set out in full in the Scheme Document. However, in summary (and subject to the terms of the Acquisition), an AMS Shareholder will be entitled to receive 285 pence in cash for each AMS Share they hold at the Scheme Record Time.

Any AMS Share allotted and issued to any person after the Scheme Record Time to satisfy the vesting or exercise of any award under the AMS Share Plans will be immediately transferred to Bidco (and/or such other nominee(s) of Bidco as it may direct) on the Effective Date or, if later, on issue in exchange for the provision by Bidco of the Consideration.

3. When will the Acquisition take place?

The date of the Sanction Hearing is still to be confirmed, but it is expected to be in the third or fourth quarter of 2026, subject to AMS Shareholder approval and the satisfaction of the remaining conditions to the Scheme. An expected timeline of key events relating to the Acquisition is available in the Scheme Document, and you will be notified of any changes to this timeline which affect you.

Once the date of the Sanction Hearing is confirmed, AMS will announce this via a Regulatory Information Service (with the announcement being made available on AMS's website at www.admedsol.com).

4. Will the Acquisition definitely go ahead?

The Acquisition is conditional on various approvals and consents including: (i) approval by AMS Shareholders at a meeting to be held on 12 August 2026; (ii) the satisfaction of certain other conditions to the Scheme (including regulatory clearances); and (iii) the sanction of the Court. You should note that there is no certainty that AMS Shareholders will approve the Acquisition and/or that the Court will sanction the Scheme.

5. What if the Acquisition does not go ahead?

If the Court does not sanction the Scheme at the Sanction Hearing, your Options will continue as normal under the rules of the LTIP.

Notes

1 The release, publication or distribution of this Letter and/or any accompanying documents (in whole or in part) in, into or from jurisdictions other than the United Kingdom may be restricted by the laws of those jurisdictions and therefore persons into whose possession this Letter comes should inform themselves about, and observe, any such restrictions. Failure to comply with any such restrictions may constitute a violation of the securities laws of any such jurisdiction. To the fullest extent permitted by law, AMS and Bidco disclaim any responsibility or liability for the violation of such restrictions by such persons.

2 The AMS Directors, whose names are set out in paragraph 2.1 of Part VI of the Scheme Document, accept responsibility for the information contained in this Letter (including any expressions of opinion) other than the information for which responsibility is taken by others pursuant to paragraphs 3 and 4 below. To the best of the knowledge and belief of the AMS Directors (having taken all reasonable care to ensure that such is the case), the information contained in this Letter for which they accept responsibility is in accordance with the facts and does not omit anything likely to affect the import of such information.

3 The Bidco Directors, whose names are set out in paragraph 2.2 of Part VI of the Scheme Document, accept responsibility for the information contained in, or incorporated by reference into, this Letter (including any expressions of opinion) relating to Bidco, themselves and their respective close relatives and related trusts. To the best of the knowledge and belief of the Bidco Directors (having taken all reasonable care to ensure that such is the case), the information contained in this Letter for which they accept responsibility is in accordance with the facts and does not omit anything likely to affect the import of such information.

4 The H.B. Fuller Directors, whose names are set out in paragraph 2.3 of Part VI of the Scheme Document, accept responsibility for the information contained in, or incorporated by reference into, this Letter (including any expressions of opinion) relating to H.B. Fuller and/or the Wider Bidco Group, themselves and their respective close relatives, related trusts of and other connected persons and persons acting in concert (as such term is defined in the Takeover Code) with H.B. Fuller and/or Bidco. To the best of the knowledge and belief of the H.B. Fuller Directors (having taken all reasonable care to ensure that such is the case), the information contained in this Letter for which they accept responsibility is in accordance with the facts and does not omit anything likely to affect the import of such information.

5 Evercore Partners International LLP (**Evercore**), which is authorised and regulated by FCA in the United Kingdom, is acting exclusively as joint financial adviser to AMS and no one else in connection with the matters described in this Letter and will not be responsible to anyone other than AMS for providing the protections afforded to clients of Evercore nor for providing advice in connection with the matters referred to herein. Neither Evercore nor any of its subsidiaries, branches or affiliates owes or accepts any duty, liability or responsibility whatsoever (whether direct or indirect, whether in contract, in tort, under statute or otherwise) to any person who is not a client of Evercore in connection with this Letter, any statement contained herein, any offer or otherwise. Apart from the responsibilities and liabilities, if any, which may be imposed on Evercore by the Financial Services and Markets Act 2000 and successor legislation, or the regulatory regime established thereunder, or under the regulatory regime of any jurisdiction where exclusion of liability under the relevant regulatory regime would be illegal, void or unenforceable, neither Evercore nor any of its affiliates accepts any responsibility or liability whatsoever for the contents of this Letter, and no representation, express or implied, is made by it, or purported to be made on its behalf, in relation to the

contents of this Letter, including its accuracy, completeness or verification of any other statement made or purported to be made by it, or on its behalf, in connection with AMS or the matters described in this Letter. To the fullest extent permitted by applicable law, Evercore and its affiliates accordingly disclaim all and any responsibility or liability whether arising in tort, contract or otherwise (save as referred to above) which they might otherwise have in respect of this Letter or any statement contained herein.

6 Investec Bank plc (**Investec**) is authorised in the United Kingdom by the PRA and regulated in the United Kingdom by the FCA and the PRA. Investec is acting exclusively as joint financial adviser and corporate broker to AMS and no one else in connection with the matters described in this document and will not be responsible to anyone other than AMS for providing the protections afforded to clients of Investec, nor for providing advice in connection with the matters referred to herein. Apart from the responsibilities and liabilities, if any, which may be imposed on Investec by the Financial Services and Markets Act 2000, or the regulatory regime established thereunder, or under the regulatory regime of any jurisdiction where exclusion of liability under the relevant regulatory regime would be illegal, void or unenforceable, neither Investec nor any of its subsidiaries, branches or affiliates (each being, as well as Investec, an **Investec Person**) accepts any duty responsibility or liability whatsoever (whether direct or indirect, whether in contract, in tort, under statute or otherwise) to any person for the contents of this Letter or any statement contained herein or any offer or otherwise, and no representation, express or implied, is made by any Investec Person, or purported to be made on behalf of any Investec Person, in relation to the contents of this Letter, including its accuracy, completeness or verification of any other statement made or purported to be made by any Investec Person, or on behalf of any Investec Person, in connection with AMS or the matters described in this Letter. To the fullest extent permitted by applicable law, Investec and its subsidiaries, branches and affiliates accordingly disclaim all and any responsibility or liability whether arising in tort, contract or otherwise (save as referred to above in this paragraph) which they might otherwise have in respect of this Letter, or any statement contained herein.

7 Each of Evercore and Investec has given and not withdrawn its written consent to the publication of this Letter with the inclusion in it of the references to its name in the form and context in which they are included.

8 Accidental omission to dispatch this Letter to, or any failure to receive the same by, any person to whom the Proposal in this Letter is made or should be made will not invalidate the Proposal in any way.

9 Your Options are governed by the LTIP and in the event of a conflict between this Letter and the rules of the LTIP or any relevant legislation, the rules of the LTIP or the legislation (as applicable) will prevail.

10 The statements contained in this Letter are not to be construed as legal, investment, financial or tax advice. If you are in any doubt as to the action you should take, you should seek your own independent professional advice.

11 The terms set out in this Letter shall be governed by and construed in accordance with English law.

Appendix A

Defined Terms

AMS	Advanced Medical Solutions Group plc, a public limited company incorporated and registered in England and Wales with registered number 02867684
AMS Articles	the articles of association of AMS from time to time
AMS Directors	the directors of AMS as at the date of this document or, where the context so requires, the directors of AMS for the time being
AMS Group	AMS and its subsidiary undertakings and associated undertakings
AMS Remuneration Committee	the remuneration committee of the board of directors of AMS
AMS Shareholders	holders of AMS Shares
AMS Shares	the ordinary shares of 5 pence each in the capital of AMS
Bidco	H.B. Fuller Medical Adhesive Technologies Inc., a corporation incorporated in Delaware (registered number 5560413) and whose principal place of business is at 1200 Willow Lake Boulevard, St. Paul, MN. USA
Bidco Directors	the persons whose names are set out in paragraph 2.2 of Part VI (Additional Information) of the Scheme Document
Computershare	Computershare Investor Services plc, a public company limited by shares incorporated in England and Wales with registered number 03498808
Consideration	285 pence payable by Bidco in cash for each Scheme Share
Court	the High Court of Justice in England and Wales
Effective Date	the date on which the Acquisition becomes effective in accordance with its terms

Letter	this letter from AMS and Bidco explaining the impact of the Acquisition on the Options
LTIP	the Advanced Medical Solutions Group plc Long Term Incentive Plan 2014
Option	an option to acquire AMS Shares granted under the LTIP
Sanction Hearing	the hearing of the Court at which the order of the Court sanctioning the Scheme under Part 26 of the Companies Act will be sought, including any adjournments thereof
Scheme	the proposed scheme of arrangement to be made under Part 26 of the Companies Act between AMS and the Scheme Shareholders with or subject to any modification, addition or condition approved or imposed by the Court (where relevant) and agreed to by AMS and Bidco, as set out in Part IV (The Scheme of Arrangement) of this document
Scheme Document	the document dated on or around the date of this Letter addressed to AMS Shareholders, of which the Scheme forms part
Scheme Record Time	6.00 p.m. on the Business Day immediately preceding the Effective Date or such other date and/or time as AMS and Bidco may agree