Transaction Factsheet:

H.B. Fuller's Offer for Advanced Medical Solutions Group plc (LSE: AMS)

Significant Growth, Margin Expansion, and Strong Cash Flow with Clear Synergy Upside

- TAM expected to increase by $15 billion to $95 billion following transaction
- $302m in Medical Adhesive Technologies revenue
- $55m in combined run-rate revenue and cost synergies by 2031
- Company expects to rapidly deleverage to target of 2.5-3x post-acquisition

Compelling Strategic Rationale

- Enables expansion in medical markets with **durable demand, high regulatory barriers to entry, and premium-margin opportunities**
- Accelerates **portfolio transformation toward higher-growth, higher-margin opportunities** through:
  - **Extended capabilities** across tissue bonding adhesives, tapes and dressings and formulated biosurgicals
  - **Expanded commercial reach and immediate cross-selling opportunities** across core healthcare markets
  - **Enhanced R&D and manufacturing capabilities**, including AMS' world-class manufacturing facilities and dedicated R&D team
  - **Deep expertise in medical device regulatory pathways**, expected to fast-track H.B. Fuller's expansion across the healthcare market, while reducing execution risk

> **"... Our strategic goal for the Medical Adhesive Technologies segment is clear. We're building this into a $100 million EBITDA business**, driven by organic growth in the strong portfolio we've already built and through **selective high-value M&A** going forward."

Celeste Mastin, President and CEO of H.B. Fuller at the 2025 Investor Day

Transaction Overview

- All-cash offer
- 100% committed financing
- Forms new Medical Adhesive Technologies ("MAT") business segment, accounting for more than 10% of the combined company's revenues and EBITDA