



Science.  
Applied to Life.™

Driven by  
excellence.

Delivering  
innovation.



**Who  
we are**

A culture built on  
**a century  
of bold  
innovation**

**“The best and  
hardest work is done  
in a spirit of  
adventure and  
challenge.”**

- William McKnight



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# The power of **innovation**

**~62,000**  
people

**198**  
plants &  
distribution  
centers

**~135,000**  
patents in 3M's  
history

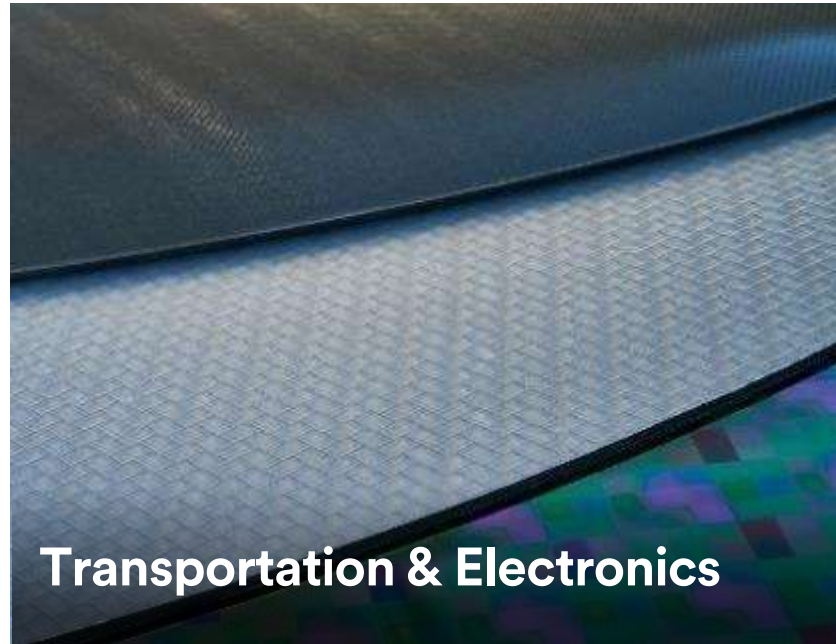
# Serving our customers through three Business Groups



## Safety & Industrial

Transforming how work gets done

**\$11.0B**



## Transportation & Electronics

Taking on our customers' toughest challenges—together

**\$8.4B**



## Consumer

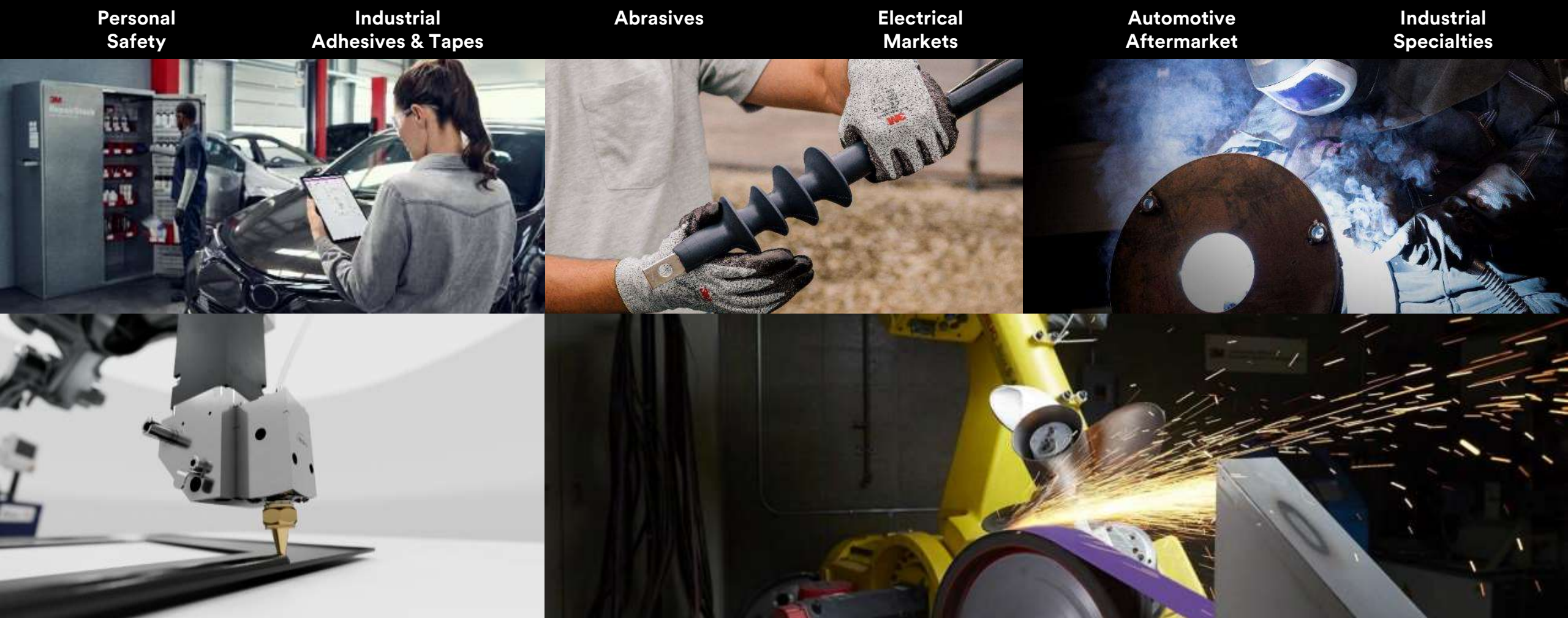
Reinventing the everyday to make a world of difference

**\$4.9B**

**2024 net sales**

# Safety & Industrial Business Group

Transforming how work gets done



Personal Safety

Industrial Adhesives & Tapes

Abrasives

Electrical Markets

Automotive Aftermarket

Industrial Specialties

# Transportation & Electronics Business Group

Taking on our customers' toughest challenges - together

Automotive    Aerospace & Defense    Data Center & Networks    Electronics    Semiconductor    Commercial Vehicle    Energy    Industrial    Graphics & Personal Auto    Facilities Care    Rail    Transportation Safety



**Expertise**

Optical Films

Electronics Adhesives & Abrasives

Molding & Extrusion

Bonding & Joining

Design & Functional Films

Thermal Management

Ceramics & Glass

Advanced & Specialty Materials

Facility Care Solutions



# Consumer Business Group

Reinventing the everyday to make a world of difference

Home Improvement

Consumer Safety & Well-being

Home Care

Auto Care

Packaging & Expression



# Our priority verticals



**Aerospace**



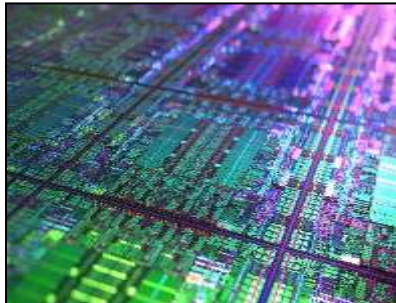
**AR/VR**



**Automotive**



**Energy**



**Electronics**



**Data Centers**



**Home Cleaning**



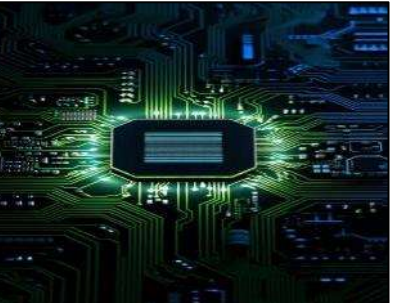
**Home Improvement**



**Industrial Automation**



**Safety**



**Semiconductors**

# **Our fundamental strengths**

# Deep material science expertise

Ab																	En
Ad	Fl															Ac	Fe
Ce	Mm											Mt	An	Is	Ct	Fs	
Cm	Nt	Ps	Lu	Pr	La	Eu	Ce	Ho	As	Pr	Di	Lm					
Co	Nw	Rm	Sc	Ti	V	Cr	De	Se	Cp	Sd	Ec	Mf					
Em	Pm	Sm	Ba	La	Pr	Nd	Es	Sr	In	We	Eg	Tm					
Materials			Processes			Digital			Capabilities			Applications					

# Manufacturing at scale



**3M**  
Value proposition

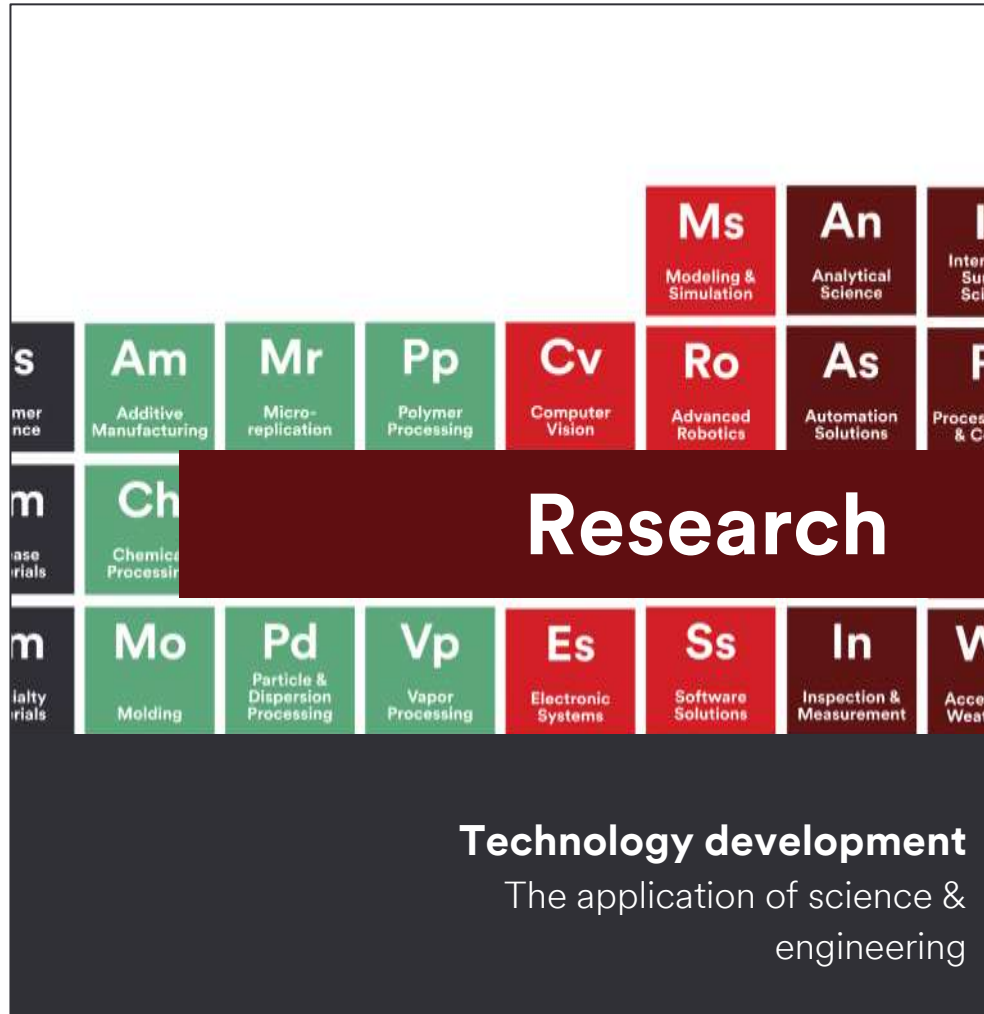


# Strong, iconic brands

# Unmatched global reach



# Our integrated R&D model sets us apart



**&**



# Our R&D culture fosters innovation

## Global talent

Leveraging scientific talent at globally distributed labs



USA



Brazil



Germany



Japan



China

## Collaboration

### Tech Forum

Self-directed, grassroots organization fostering idea sharing, creativity and collaboration

### Tech Council

Global R&D leadership driving productivity and commercialization impact

## Empowerment

### 15% Time

Expectation to spend time on self-directed innovation

### Financial support

Self-nominated, tiered financial grants to support innovation

## Recognition

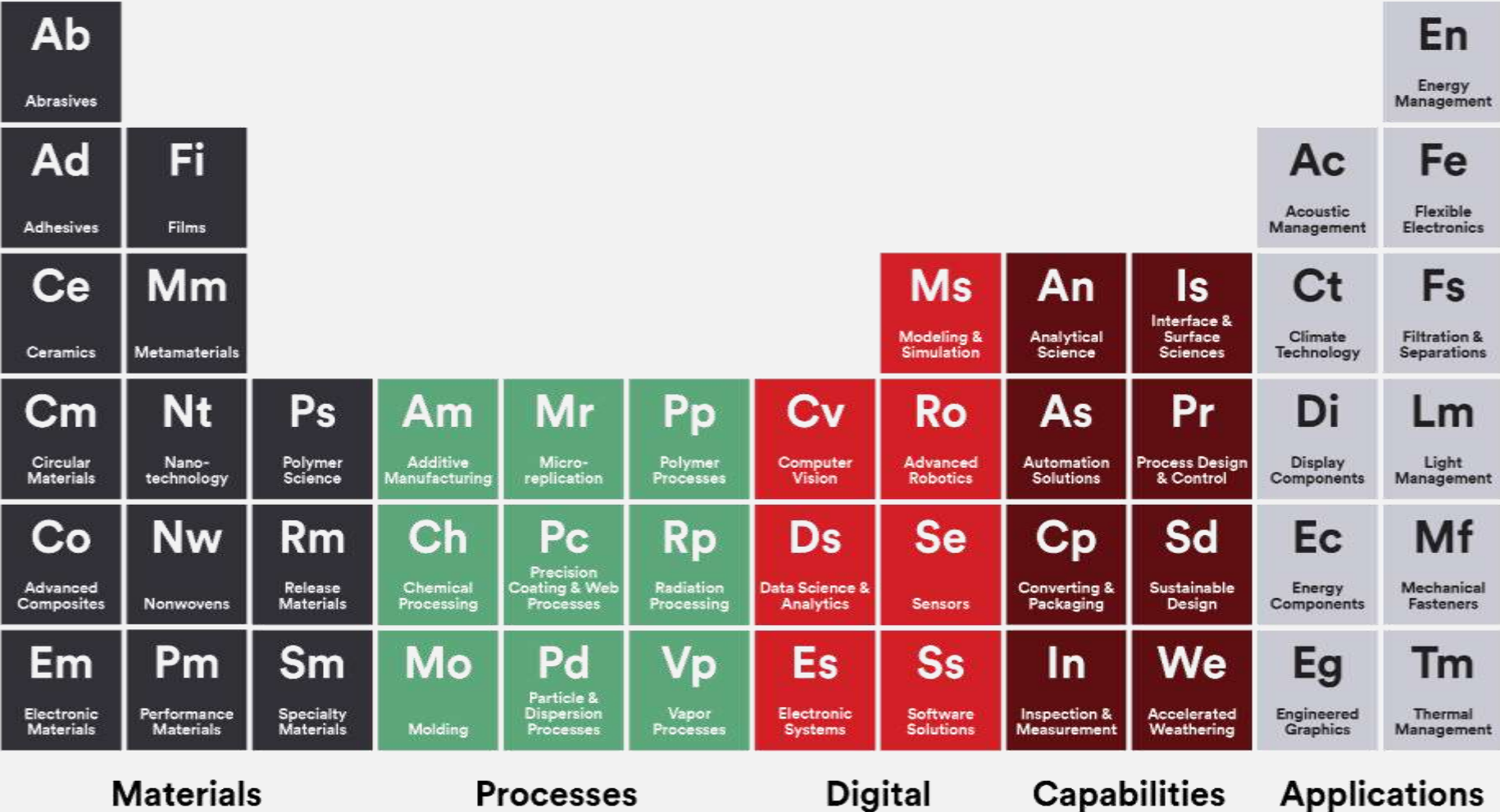
### The Carlton Award

3M's highest technical recognition, acknowledging that growth and innovation originate in the lab



# 3M Technology Platforms

49 innovative technologies



# Working cross-functionally to deliver for our customers

## Nw Nonwovens example

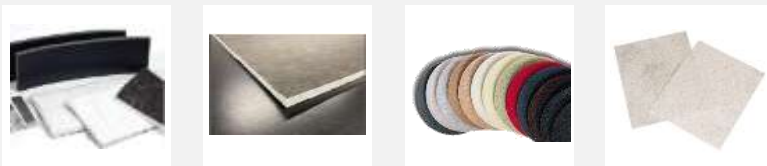
### Safety & Industrial

Protecting workers and making tough jobs easier



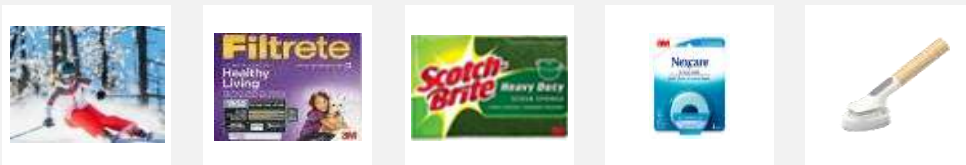
### Transportation & Electronics

Automotive insulation and commercial cleaning solutions



### Consumer

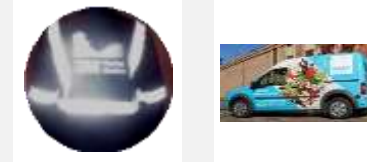
Improving air quality and cleaning homes



## Ad Adhesives example

### Safety & Industrial

Scotchlite™ reflective material and car wraps



### Transportation & Electronics

Securing films and other parts of electronic devices



### Consumer

Post-it® notes, Scotch® tapes, Command™ strips



# Bringing our technologies into the future

## 1990s

Simple microfeatures  
Optical & light management

Electronics

Safety



## Today

Increased feature complexity  
Mechanical product applications

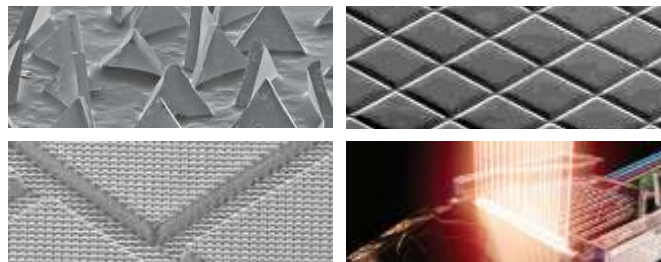
Data centers

Industrial manufacturing

Semiconductor

Electronics

Safety



## 2030 and beyond

Creation of nanoscale features  
Advanced optical properties

Augmented/virtual reality

Optical / thermal / acoustic applications

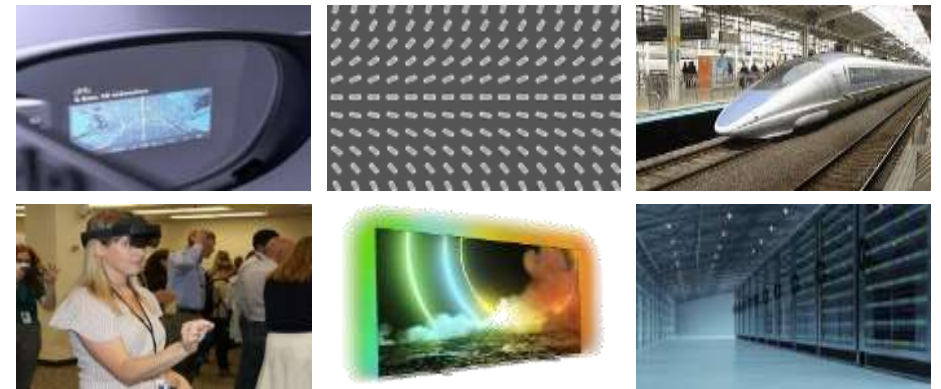
Data centers

Industrial manufacturing

Semiconductor

Electronics

Safety



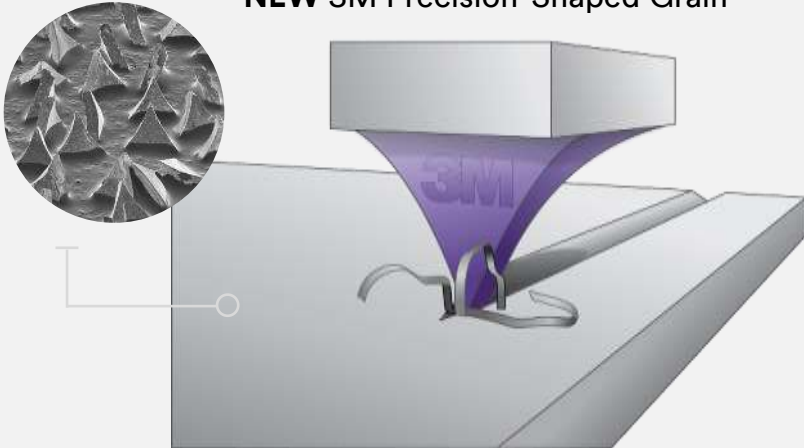
Manufacturing surfaces with ultra-precise features to enable a broad range of products

# Innovating faster with artificial intelligence

## Product application



NEW 3M Precision-Shaped Grain



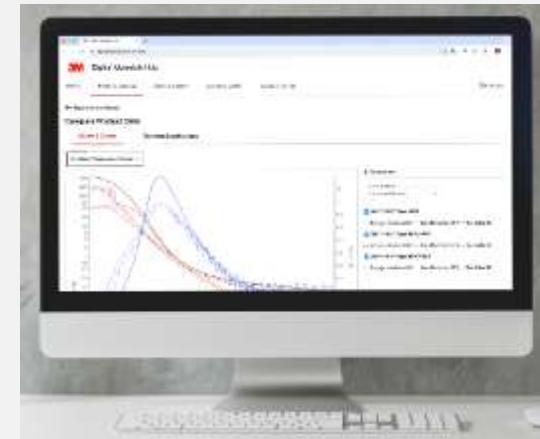
Allowed us to design new grain shapes

Simulated manufacturing processes to move from lab to pilot to manufacturing more quickly, with lower cost, higher quality and less waste

Improved performance and value for our customers

## Platform application

Digital Materials Hub



Provides easy access to verified 3M material data cards, modeling data and product specifications

Reduces development costs and speeds up design process

Improves confidence in material selection

# Delivering science at scale

**The power of our  
global capabilities**

290 global locations  
across 50 countries



**Making things  
better and  
measuring  
our progress**

# 3M people and community core principles



We bring together people who have different technical expertise, industry knowledge, backgrounds and experiences.



We maintain a work environment where all our people are respected, supported, and encouraged to take initiative.



We invest in our communities to increase the availability of skilled talent and attract and motivate employees.



We seek and build relationships with a variety of business partners and suppliers.

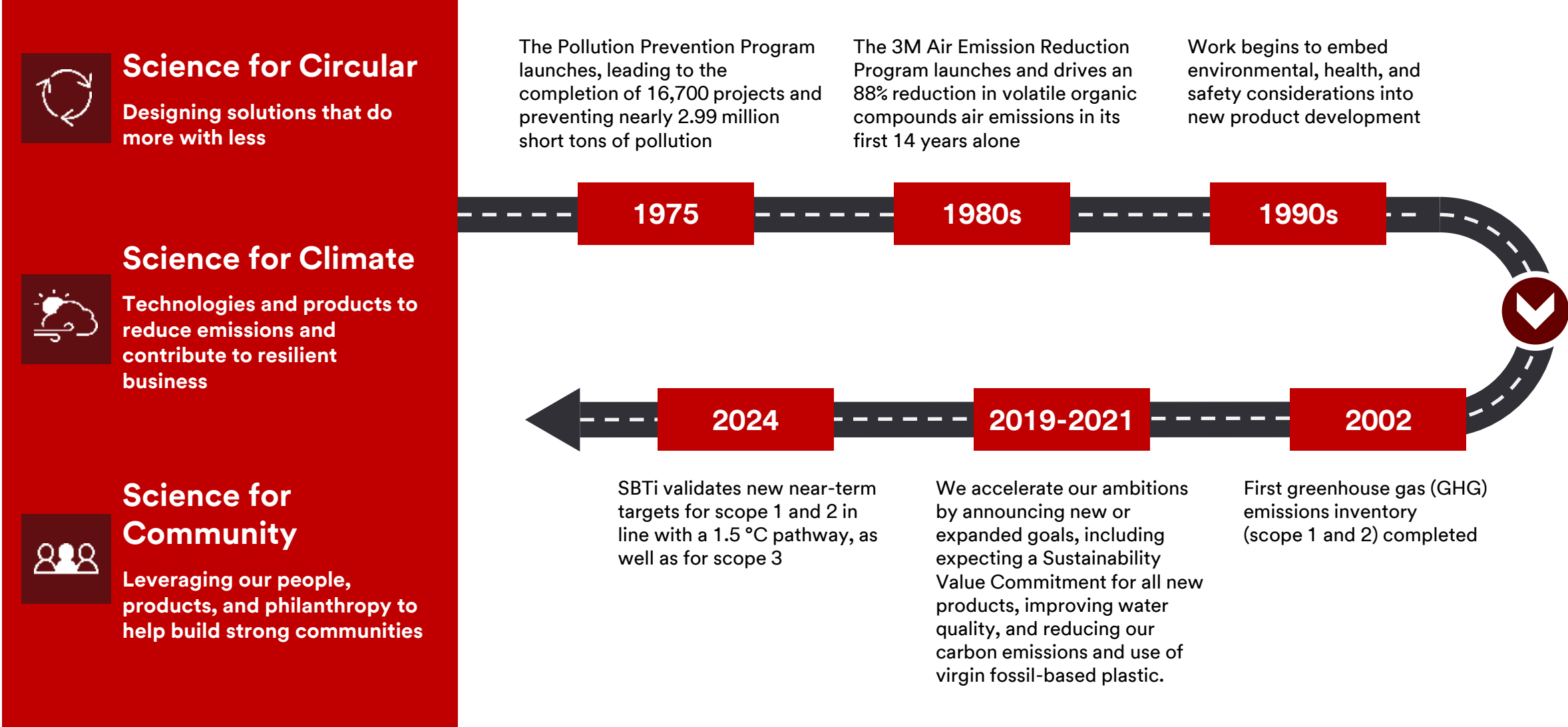


# Journey to Zero ✓

**Working together to achieve zero injuries in our workforce**

**Reduced recordable incident rate 24% YOY (2023 – 2024) at our 3M locations**

# A history of taking sustainable action



## Science for Circular

Designing solutions that do more with less



## Science for Climate

Technologies and products to reduce emissions and contribute to resilient business



## Science for Community

Leveraging our people, products, and philanthropy to help build strong communities

The Pollution Prevention Program launches, leading to the completion of 16,700 projects and preventing nearly 2.99 million short tons of pollution

The 3M Air Emission Reduction Program launches and drives an 88% reduction in volatile organic compounds air emissions in its first 14 years alone

Work begins to embed environmental, health, and safety considerations into new product development

1975

1980s

1990s

2024

2019-2021

2002

SBTi validates new near-term targets for scope 1 and 2 in line with a 1.5 °C pathway, as well as for scope 3

We accelerate our ambitions by announcing new or expanded goals, including expecting a Sustainability Value Commitment for all new products, improving water quality, and reducing our carbon emissions and use of virgin fossil-based plastic.

First greenhouse gas (GHG) emissions inventory (scope 1 and 2) completed

# Investing in our communities

## Our giving approach



## STEM & Skilled Trades Education

Support initiatives that advance access and opportunity for STEM & Skilled Trades education in 3M communities



## Hometown Needs

Engage local 3M communities to identify the most urgent local needs, including disaster relief, hunger and housing issues, arts, and the environment

# 2024: Our community impact by the numbers

Total giving: 2024

**\$56.6M**

compared with 2023 corporate median of \$22.9M

**0.76%**

in cash giving as a percentage pre-tax profit compared with 2023 corporate median of 0.69%

**70%**

U.S. giving

**30%**

international giving

Supporting 3M communities in  
**all 50 states**, Puerto Rico,  
the U.S. Virgin Islands, and

**34** countries



## Cash Support



**Closing the skills gap**

**\$22.7M**

in cash giving for education programs

### Highlights

**130+**

organizations who received 3M STEM and Skilled Trades grants

**5,000+**

Participants in the 3M Manufacturing and Academic Partnerships (MAP) program since 2015



**Hometown needs & employee empowerment**

**\$13.7M**

in cash giving for hometown needs and employee engagement

### Highlights

**91,000**

volunteer hours globally

**155,900**

Skills-based volunteer hours since 2019

**\$2.3M**

received by over 2,600 community organizations through 3M Matching Gift programs

## In-kind Support



**3M product deployment**

**\$20.2M**

in in-kind support of 3M communities

### Highlights

**\$1.4M**

Donated to FIRST® Robotics for STEM programming

**\$8.6M**

in product donations in over 29 countries for humanitarian aid

**80+**

Nonprofits and schools who received 3M product donations in partnership with 3M Site communities

# Delivering eXcellence everywhere, everyday

Our goals through 2028

~1,000



new  
product  
launches

~\$1 billion



in sales  
above  
the macro

~\$1 billion



in supply  
chain net  
productivity

\$10 billion+



returned  
to  
shareholders



**3M** Science.  
Applied to Life.™





**Learn more at [3M.com](https://www.3m.com)  
and connect with us on social.**

