3M Innovation Story

Uncommon Connections
Innovative Solutions
Innovation will always be 3M’s heart and soul, and our approach will remain technological differentiation applied across multiple businesses.

George Buckley, 2011
2010 Recognition

Most Visible Companies
3M Ranks 3rd

Most Reputable Companies
3M Ranks 4th

Most Admired Companies
3M Ranks 15th

Most Innovative Companies
3M Ranks 3rd

7-time ENERGY STAR ® Sustained Excellence Award Winner

Among Best Companies for Leadership
A Legacy of Innovation

- Masking Tape
- Microprojection
- Surgical Drapes
- Thinsulate™
- Optical Films
- Wetordry™ Sandpaper
- High Capacity Cable
- Scotch® Magic™ Tape
- Post-it® Notes
- Non-abrasive Cleaning Supplies
- Window Films

3M Innovation Story
© 3M 2011. All Rights Reserved.
Technology at 3M is Owned and Leveraged by All

- 46 Technology Platforms
- Intellectual property belongs to 3M, not a single business
- Businesses combine multiple platforms to build unique product solutions
- 85 laboratories globally
- 30 Customer Technology Centers around the world
- 2,500 patents issued in 2010
- 43,000+ issued and pending patents
3M Innovation Model

Technology Platforms
- Abrasives
- Adhesives
- Ceramics
- Electronics, Software
- Films
- Microreplication
- Nanotechnology
- Non-wovens
- Precision Coating
- Vapor Processing

Markets
- Architecture & Construction
- Consumer & Office
- Display
- Electronics
- Filtration
- Health Care
- Renewable Energy
- Safety & Security
- Telecoms and Utilities
- Water Infrastructure

Opportunity Drives Development and Utilization

Doing Things Only 3M Can Do
Transforming Technology into Consumer Brands

- Pressure-Sensitive and Microsphere Adhesives
- Non-Wovens
- Abrasives
- Filtration
- Films
- Precision Coating
- Fluoropolymers
- Colloid Science

Technology is “Consumerized” into Brands
Connecting Technology to Customers…
Anywhere and Everywhere

Connecting to Customers

Developing Cutting-Edge Technology

Driving Growth Through Innovation
3M Innovation Story

Technology Drives Growth

- 3M™ Brightness Enhancement Film
- 3M™ Confirm™ Laminate with Floating Image
- 3M™ Aluminum Conductor Composite Reinforced
- 3M™ Cubitron II™ Abrasives
- Scotch ® Magic™ Tape
- 3M™ Scotchshield™ Film 17 Solar Panel backsheet
- 3M™ Prestige Series Solar Films
Impact of 3M Platforms

Pressure-Sensitive Adhesives
75% of Company

Filtration
30% of Company

Films
40% of Company

Non-wovens
70% of Company

Microreplication
35% of Company

3M Innovation Story
© 3M 2011. All Rights Reserved.
Acquisitions Leverage 3M Innovation
Making Acquisitions in High-Growth Markets
Our Primary Innovation Metric is NPVI

Growth Through Innovation

NPVI = New product vitality index (products introduced within the past five years, divided by total sales)
Innovation Across the Globe
Diverse Solutions Meeting Local Needs

Technical capabilities around the globe identifying customer needs and developing solutions to meet articulated and unarticulated needs.
3M’s Global Reach

Just around the corner. All around the world.

- 67 Countries
- 85 Laboratories
- 30 CTCs

Key:
- Sales & Marketing
- Manufacturing/Converting
- Technical Capabilities
A Connected Global Collaboration Community

800+ Technical Forum Events Globally

- 3M’s Annual Event – 2,800 participants
- The Spring Technology Symposium – 1,000 participants
- Carlton Awards Symposium – 500 participants
- Inventor Recognition Ceremony – 1,000 participants
- Circle of Technical Excellence & Innovation – 6,000 participants
- Virtual Technology Information Exchange – 500 participants
- Hundreds of Chapter Events – sometimes as few as half dozen experts meeting on specialized topics such as dynamic molecular modeling

10,000+ member "grass roots" technical organization
3M Tech Forum Activities & Events

30+ Active Special-Interest Chapters

- Adhesives
- Nanotechnology
- Laser Processing
- Radiation Curing
- Micro-replication
- New Business Development
- Photochemistry
- Life Sciences
- Biotechnology
- Inorganic Materials
- Polymer Processes
- Product Design
- And more…

Events and Recognition

- The “Annual” Technology Event
- The Spring Technology Symposium
- Carlton Awards Symposium
- Inventor Recognition Ceremony
- Tech Forum Special Programs
- Circle of Technical Excellence & Innovation
- Tech Forum – Tech Council Meeting
- Tech Forum – Marketing Meeting
- New Technical Orientation Program
- New Technical Employee Poster Session
- Virtual Technology Information Exchange
3M Innovation is Planned, Purposeful and Global

3M Innovation is driven by a system of principles, practices and infrastructure that harness the chain reaction of new ideas.
3M’s Shared, Leveraged Innovation Model

- Tech Forum
- Tech, Eng, & Mfg Councils
- Corporate & Division Scientists
- CRPL, CRML, SEMS, CRAL
- 15% Culture
- China, India ... Support Teams
- CTOC, ETOC, ATOC

3M Unique
The Bottom Line

“Research is the transformation of money into knowledge.”

“Innovation is the transformation of knowledge into money.”