

3M Science.
Applied to Life.™

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3M Science.
Applied to Life.™

A perspective on innovation management systems for Innovation Continuity

91,000
Employees

70
Countries

5
Business groups

24
Divisions

46
Tech platforms

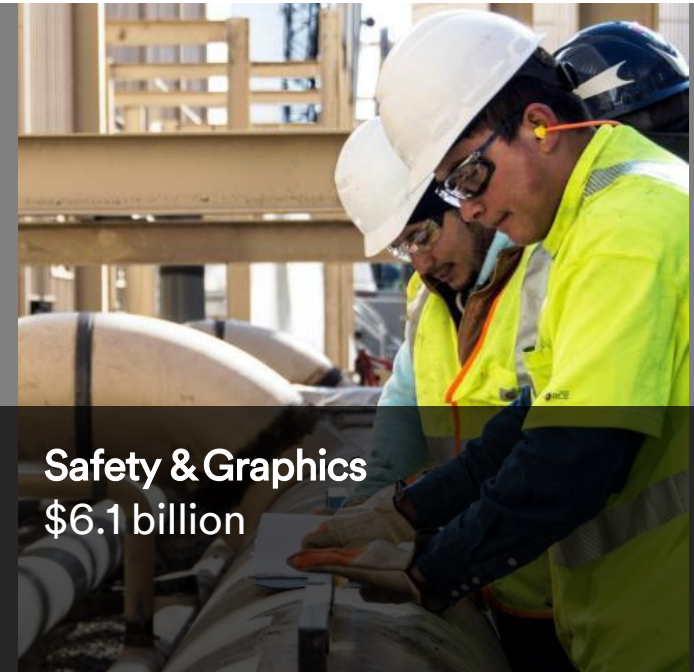
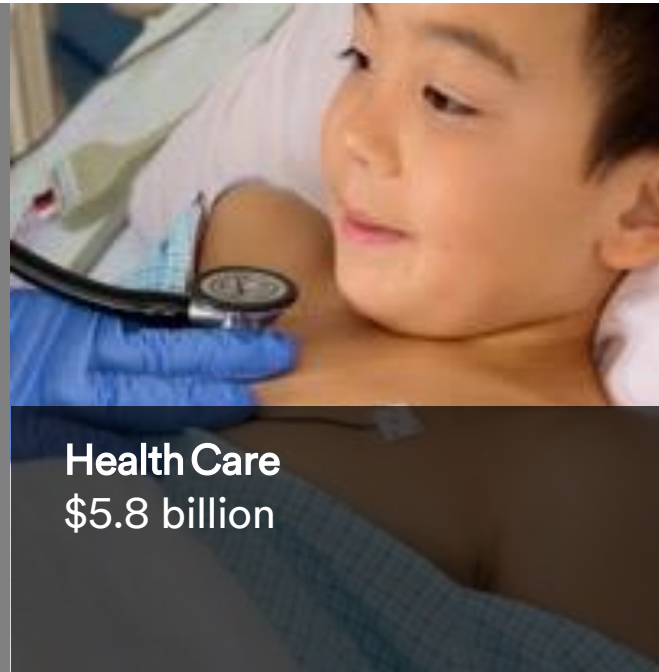
1
Curious Culture



Introduction to 3M

\$31.7 billion

2017 revenue



Introduction to 3M

\$31.7 billion

2017 revenue



Industrial
\$10.9 billion



Electronics & Energy
\$5.2 billion

Introduction to 3M

\$31.7 billion

2017 revenue



Consumer
\$4.6 billion

**How do you achieve
innovation
continuity?**

3M

3M Science.
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Curiosity is just
the beginning.



Creative freedom

We understand that ideas need the freedom to grow, which is why we have a culture that works hard to cultivate great thinking. It is found in every corner of our business, from the permission to challenge to encouraging people to explore.



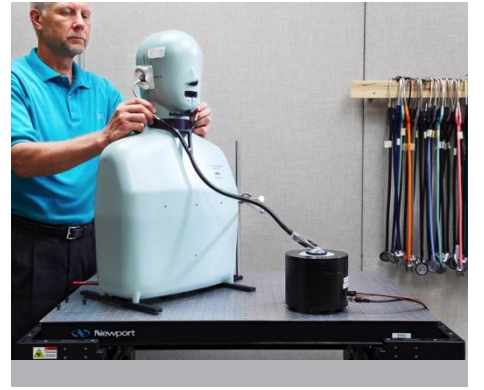
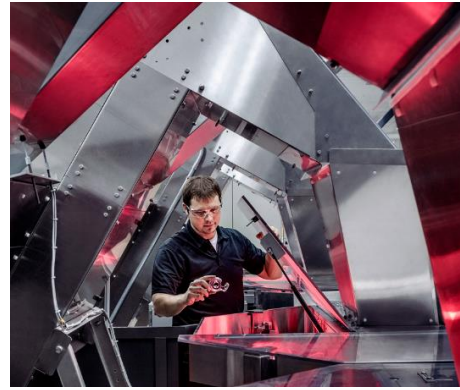
McKnight Principles

“As our business grows, it becomes increasingly necessary to delegate responsibility and to encourage men and women to exercise their initiative.”

“Mistakes will be made. But if a person is essentially right, the mistakes he or she makes are not as serious in the long run as the mistakes management will make if it undertakes to tell those in authority exactly how they must do their jobs.”

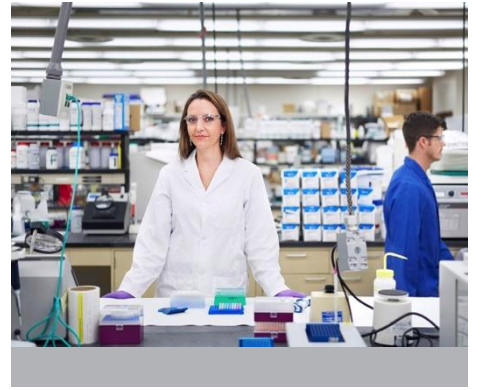
“Hire good people and leave them alone.”





Our Vision

3M Technology Advancing Every Company
3M Products Enhancing Every Home
3M Innovation Improving Every Life



Customer inspired innovation

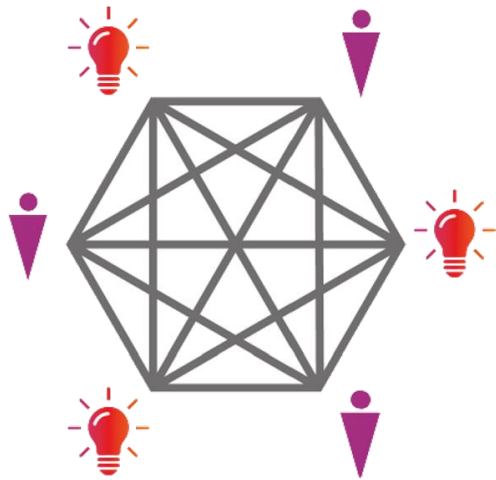
We work closely with our customers to understand their issues and apply our science to solve them.

This approach inspires us to develop solutions that help them to succeed, often through new solutions that go beyond obvious incremental improvements and solve problems they weren't even aware they had.

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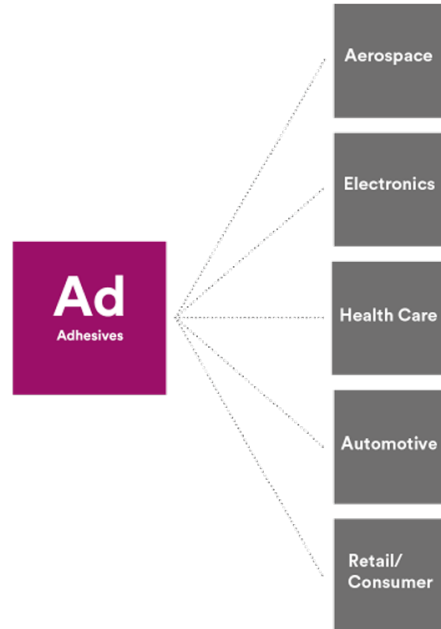


Connected thinking



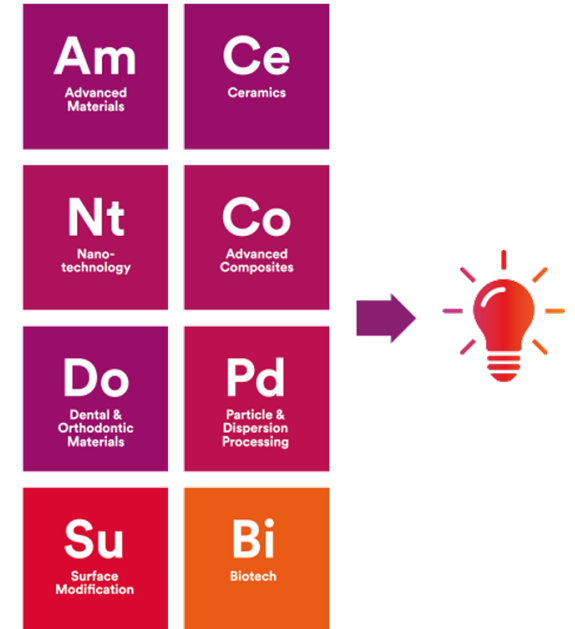
Connecting people and ideas

We are a business built on a network of specialists in different fields, collaborating across businesses and opportunities.



Applying technologies across different markets

We use our technology platforms across markets and industries, applying our knowledge and innovations to different areas.



Blending technologies

We combine our technologies to come up with answers to the most challenging problems.



Rewards & Recognition





More than 55,000 products



One third of our sales come from products developed within the past five years



90,000 employees worldwide



Operations in 70 countries and sales into 200



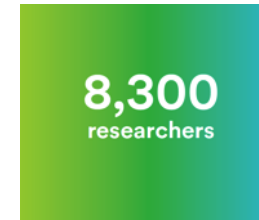
You are likely to come across 3M Science more than 100 times every day



Approximately six per cent of our revenue is reinvested into research and development around the world



Over the past five years we have invested \$8.5 billion in research and development



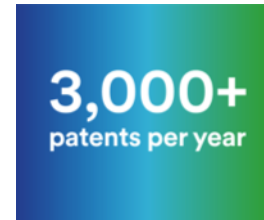
8,300 researchers worldwide



85 research and development facilities spanning 36 countries



54 Customer Innovation Centres around the world

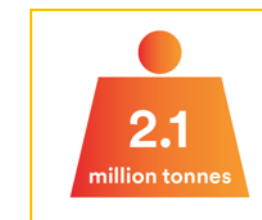


We have 105,000+ registered patents

Our scientists amass patents at an average of more than 3,000 per year



200 manufacturing facilities across 38 countries



More than 2.1 million tonnes of pollutants eliminated since 1975



You are rarely more than three metres away from 3M Science

How do you achieve innovation continuity?

Here's how we do it at 3M (Video)

