Growing our business by enabling action and impact on some of humanity's greatest challenges.
Our world faces unprecedented and accelerating challenges

As the world’s population marches towards 9 billion people, with the greatest growth concentrated in emerging economies, the global community must seek solutions to limited natural resources, lack of access to education and healthcare, inadequate food supplies, rapid urbanization, stressed water systems, and a global climate crisis. It is clear that these global dynamics are challenging the sustainable growth of future generations.

Imagine a world where every life is improved

At 3M we believe a sustainable future is one in which ecosystems thrive, communities are safe and healthy, and opportunities are equitable and accessible for all people. The challenges we must solve for a sustainable future don’t always follow clear rules or methods — but we see them clearly. Collectively, our strategies and goals chart 3M’s path forward. Our sustainability strategy is a systemic approach, seeking to drive innovation and holistic impact against shared global needs. We set impactful and measurable goals, demonstrating our environmental, social and governance (ESG) progress.

We know a sustainable future can’t be created by one entity, and understand the impact we make in improving our business, our planet, and every life can be far greater if done in collaboration with our customers, communities, governments, and partners.

Delivering on our promises across science, society and sustainability
A framework for innovation and impact

At 3M we are people committed to helping other people. We seek to observe, understand, and solve. Every day we help tackle problems, big and small, in pursuit of our vision to improve every life.

Our customers, employees, investors, and other stakeholders are asking for bigger commitments and stronger actions. We have set clear goals and ambitious, long-term strategies to direct our efforts to areas in which we can make a significant impact. Building on our global capabilities and diverse technologies, we created our Strategic Sustainability Framework to focus on three priority areas that align with shared global needs:

- **Science for Circular**
  Design solutions that do more with less material, advancing a global circular economy.

- **Science for Climate**
  Innovate to decarbonize industry, accelerate global climate solutions and improve our environmental footprint.

- **Science for Community**
  Create a more positive world through science and inspire people to join us.

These priority areas guide strategies and business decisions, as well as how we focus our efforts for local and global impact.
Science for Circular™

Design solutions that do more with less material, advancing a global circular economy

The global economy’s linear business model of “take, make, and waste” is depleting natural resources faster than they can be replenished and straining ecosystems. Imagine repurposing a piece of plastic at the end of its use, giving it another life as something else. Its use would become circular, and the end of use wouldn’t mean the end of life.

A circular economy does more with less, keeps products and materials in use, designs out waste and pollution, and regenerates natural systems. At the core is an opportunity to develop technologies and business models that are restorative and regenerative by design. At 3M, we see the circular economy as an opportunity to inspire leadership, innovation, and disruptive change, all driving impact for a sustainable future.

In 2021 3M announced goals to reduce water use at its facilities by 25% by 2030.¹ ² return higher quality water to the environment after use in manufacturing operations, and reduce dependence on virgin fossil-based plastic by 125M lbs by 2025.³

¹ 2019 will be the baseline measure year for these new commitments
² Expanded commitment from 10% between 2015 and 2025
³ Cumulative impact from 2021-2025
Every product that enters 3M’s new product commercialization process must have a **Sustainability Value Commitment** demonstrating how it drives impact for the greater good. This formal requirement embeds Sustainability into the pipeline that produces 3M’s diverse global products.

The green scrubbing layer of select **3M™ Scotch-Brite®** products is now made with 100% recycled content (including an average of 35% post-consumer recycled content)

### Designing with circularity in mind

**3M™ Envision™ Print Wrap Films and Overlaminates** offer dimensional stability and versatility in applications, whether on vehicles or interior, exterior wall applications. These non-PVC films are made in part from bio-based material, manufactured with less solvent, and **GREENGUARD™ Gold** certified for low chemical emissions, contributing to healthier indoor air quality.

**Scotch-Brite™ Clean & Shine Floor Pads** are effective with just water, meaning less chemicals for a stunning reflection with less time, effort, and equipment. Certified by **Green Seal** for significantly improved initial performance compared to competitive products, extending the useful life of the floor pad and reducing solid waste generation.

**Scotch® Box Lock™ Packaging Tape** sticks instantly to any box, including harder-to-stick-to 100% recycled boxes. Its extreme grip ensures boxes stay securely sealed, even during rough handling and is made with solvent-free adhesive.

**3M™ Natural Pozzolans**, a byproduct in the production of 3M’s roofing granules, can be used as a supplementary cementitious material (SCM) to make concrete. Using this material helps reduce CO₂ emissions as a partial replacement of cement in concrete. It’s estimated that each ton of SCM used to displace cement reduces CO₂ emissions by 0.75 tons and can help earn LEED credits for the use of recycled materials.

**3M’s Health Care Service Group** (HCSG) repairs and services customer’s electronic devices — keeping 300,000 devices in working order each year — advancing the circular economy by reducing electronic waste and extending the life of 3M products. With repair locations in 18 countries and connections with over 80 authorized service providers around the world, HCSG provides service and support for more than 50 different 3M health care products in the areas of Medical Solutions, Food Safety, Oral Care Solutions, and Negative Pressure Wound Therapy.

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1. CO₂ emissions from cement’s calcining step
2. Based on 3M screening-level life cycle estimates
Science for Climate

Innovate to decarbonize industry, accelerate global climate solutions and improve our environmental footprint

The world’s natural environment is experiencing disruptive change. Factors such as rising sea levels, elevated pollution levels, poor air quality, resource scarcity and extreme weather events have led to greater concerns about the future health of the planet and its people.

At 3M, we support the global consensus set forth in the 2015 Paris Agreement and we are acting on the 2018 findings of the Special Report on Global Warming of 1.5°C by the Intergovernmental Panel on Climate Change into our goals, operations and actions. Climate change impacts business, our communities and our families. We believe that by working together, we can help drive necessary system change. We recognize the work to be done and are inspired by the opportunity to chart our collective path forward.

Announced in 2021, 3M will further reduce carbon emissions, aiming for a 50% reduction by 2030, an 80% reduction by 2040, and 100% carbon neutral in its operations by 2050.1,2

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1 2019 will be the baseline measure year for new commitments.
2 Expanded 3M’s 2025 goal to stay below 50% of our 2002 baseline, meaning 3M’s 2030 Scope 1 and 2 emissions will now be reduced more than 85% from 2002 levels.
Designing solutions for adaptation and mitigation

**3M™ Wind Blade Protection Tape** can help protect the leading edge of wind turbine blades against weathering and harsh environments, ultimately enhancing reliability, extending life, and improving the performance of wind turbines.

**3M™ Molecular Detection** is a rapid molecular method with the ability to test for multiple types of pathogens simultaneously. When used with the 3M™ Molecular Detection Assay 2 – *Salmonella*, the system can fight food-borne illness and is the primary Salmonella testing method of the USDA Food Safety Inspection Service. The 3M™ Molecular Detection System reduces energy and water use, waste, and greenhouse gas emissions relative to traditional Salmonella culture methods.

Air quality, climate change, and human health are all connected; a changing climate will make indoor air pollutants more widespread and severe. **Filtrete™ Room Air Purifiers** can help capture 99.97% of airborne particles such as dust and lint, mold spores, bacteria, and pet dander with a Filtrete™ True HEPA filter. With the new Filtrete™ Smart Air Purifiers, you can control the air purifier with your smartphone and keep tabs on indoor air quality using the Filtrete™ Smart App. Even better, select purifier models with ENERGY STAR® certification are 25% more energy-efficient than standard models.

Imagine the lightest of particles helping to reduce the weight of airplanes and cars, providing us better overall fuel economy or battery range. **3M™ Glass Bubbles**—hollow glass microspheres—help shed pounds per vehicle. That means filling up at the pump less often or holding a charge longer. Across an entire fleet, manufacturers can more easily meet weight reduction targets and emissions standards. Even more, 3M’s breadth of innovations are powering the next generation of vehicles and battery technologies, enabling automotive electrification and making roads safer, smarter, and more connected.

**3M™ VHB™ Tapes** can help product lightweighting, reduce energy consumption, and enhance aesthetics. These high-strength acrylic foam tapes create a long-lasting bond that builds strength over time while eliminating the need for rivets, screws, bolts, and welds.

**From the air passing through the filter media. Initial efficiency value**
Science for Community

Create a more positive world through science, and inspire people to join us

By 2050, the world population is expected to surpass nine billion people. Science is more important than ever to help the growing population live well. We need scientific solutions and collaborative approaches to global challenges like climate change, the COVID-19 pandemic, social and racial inequities, accessible education and health care, and safe workplaces.

By investing in programs that promote a circular economy, fight against climate change, and create a more just world through science, 3M inspires employees to make an impact on the world. At 3M, we recognize the importance of science and use it every day to improve the lives of people in communities around the world through our products and our action. We know that in order to solve global challenges, we need new technologies, creative scientists, and evidence-based policies and decisions to drive impactful change. We recognize the importance of well-trained science, technology, engineering, and mathematics (STEM) graduates and the critical need for equitable access to STEM education and careers, which drive us to advance diversity, equity, inclusion, and social justice within our company and community.

We believe in the power of science, sharing our expertise, and investing in the bright minds of tomorrow. Together, we will lead and design a sustainable future for all.

3M has helped the world respond to the COVID-19 pandemic — accelerating our own manufacturing of deeply needed products, as well as sharing our expertise and innovation in collaborating with other companies, universities, and nonprofits to help facilitate a robust global effort.
Empowering community vibrancy around the world

In 2020 3M established the 3M Foundation Social Justice Fund and committed $50 million over five years to address racial opportunity gaps through workforce development and STEM education initiatives.

3M has partnered with the United Nations Global Compact to advance the SDG Ambition, a program to accelerate achievement of the Sustainable Development Goals (SDGs) by helping companies integrate them into their core business objectives. We are collaborating with program partners to share our leadership experience in program development and sustainability goal setting as a diversified global manufacturer.

With leading-edge technology, product innovations, and groundbreaking research, personal protective equipment (PPE) by 3M is engineered so users can perform their best when conditions such as environmental hazards, natural disasters, infectious diseases, and workplace activities impact personal safety. In 2020 3M manufactured two billion respirators globally — tripling production since 2019.

In 2021 3M launched its first-ever Global Diversity, Equity & Inclusion report marking a milestone in our commitment to increasing transparency as a company, creating greater equity, and providing a deeper look at what we need to do in order to enact the change we want to see in the world.

3M™ M*Modal CDI Engage™ One™ reduces the administrative burden on physicians and empowers the entire care team to drive better clinical outcomes by enabling the creation of a more complete, compliant, and accurate physician note.

3M is collaborating with the international non-governmental organization Clean Air Asia on science-based air quality solutions for New Delhi, India, and Metro Manila, Philippines, aiming to create cleaner air and more livable cities. According to the World Health Organization (WHO), air pollution causes seven million premature deaths each year. The health impact of poor air quality is particularly notable in the South-East Asia Region, where people in 99% of cities are exposed to pollution levels that exceed WHO guidelines.1

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Footnote: 1 World Health Organization. Air Pollution Overview. Retrieved from https://www.who.int/health-topics/air-pollution#tab=tab_1
Increasing our ambitions

Our Sustainability goals and ESG metrics reflect a heightened commitment to thinking holistically about how our operations and products can drive change for a sustainable future. Because it is our ambition to improve lives we have aligned our Strategic Sustainability Framework and goals with the UN Sustainable Development Goals. In 2021 3M announced it expects to invest approximately $1 billion over 20 years to accelerate new environmental goals: achieve carbon neutrality, reduce water use at its facilities, return higher quality water to the environment after use in manufacturing operations, and reduce dependence on virgin fossil-based plastic.

2022
10% water reduction

2025
20% water reduction

2030
25% water reduction

3M will install state of the art technology by 2023, and be fully operational by 2024 to return higher quality water to the environment after use. Through these efforts, 3M expects to reduce its overall water usage by 2.5B gallons per (about 9.5 billion liters) year.¹²

Our goals mitigate climate change and improve lives across our global communities. We are committed to leading in and helping shape a world with cleaner air, better water quality, and less waste.

2025
Reduce dependence on virgin fossil-based plastic by 125M lbs.³⁴

2030
50% carbon reduction

2040
80% carbon reduction

2050
Carbon neutral⁵

¹ 2019 is the baseline measurement year
² Expands our previous commitment, which aimed to reduce water use by 10% between 2015 and 2025
³ Expands our previous 2025 goal to stay below 50% of our 2002 baseline, meaning 3M’s 2030 Scope 1 and 2 emissions will now be reduced more than 85% from 2002 levels
⁴ Established in 2020 to drive trend and trajectory progress over time
⁵ 2020 is the baseline measurement year
Our sustainability goals

<table>
<thead>
<tr>
<th>Science for Circular</th>
<th>Science for Climate</th>
<th>Science for Community</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Achieved 100%</strong> sustainability value <strong>Commitment</strong> for new products</td>
<td>Improved energy efficiency by 8.54% indexed</td>
<td>Increased pipeline of diverse talent in management from 32.6% to 43.3%</td>
</tr>
<tr>
<td>✔️ achieving goal of 100%</td>
<td>●○ ○ behind goal of 30% improvement</td>
<td>●○ ○ toward goal of doubling the pipeline</td>
</tr>
<tr>
<td>Reduced manufacturing waste by 9.98% indexed</td>
<td>Increased renewable energy <strong>35.4%</strong> total electricity use</td>
<td>Provided <strong>1.66 million</strong> training instances eLearning platform</td>
</tr>
<tr>
<td>● ● exceeding goal of 10% reduction</td>
<td>● ● exceeding goal of 30%</td>
<td>● ● toward goal of 5M training instances</td>
</tr>
<tr>
<td><strong>42.9% (69 manufacturing facilities) zero landfill</strong></td>
<td><strong>Nearly 75 million</strong> metric tons CO₂ equivalent customer avoided emissions</td>
<td><strong>$87.9 million</strong> investments in total global giving</td>
</tr>
<tr>
<td>● ● exceeding goal of 30%</td>
<td>● ● ○ behind goal of 50% increase</td>
<td>● ● ○ toward goal of 250 million metric tons</td>
</tr>
<tr>
<td><strong>16 manufacturing locations identified in water stress/scarcce areas</strong></td>
<td><strong>Scope 1 and 2 emissions 71.1% below baseline</strong></td>
<td><strong>Donated 35,200 skills-based work hours globally</strong></td>
</tr>
<tr>
<td>● ● maintaining goal</td>
<td>● ● ○ ahead of goal of 50% below baseline</td>
<td>● ● ○ toward goal of 300,000 hours</td>
</tr>
<tr>
<td><strong>470 completed supplier assessments</strong></td>
<td></td>
<td><strong>Continued participation in employee development programs</strong></td>
</tr>
<tr>
<td>● ● maintaining goal</td>
<td></td>
<td>● ○ ○ toward goal of 100% participation</td>
</tr>
</tbody>
</table>

Numbers reflect progress through 2020. *2002 baseline all year; all others have a 2015 baseline.*

1 2015 baseline and 2025 completion unless otherwise noted.
More than a century of sustainability-driven innovation

1902 Minnesota Mining and Manufacturing Company founded in Two Harbors, MN

1953 3M Foundation established as one of the first corporate charitable foundations in the United States

1975 Pollution Prevention Pays (3P) is created; since inception 3M has completed more than 16,000 3P projects, preventing more than 2.8 million tons of pollution and saving over $2.3B

1987 3M Air Emission Reduction Program launched driving an 88% reduction in volatile organic compounds air emissions by 2001

3M completes first greenhouse gas emission inventory (Scope 1 and 2) driving achievement of 71.1% absolute reduction (to date) in location-based GHG emissions

1996 3M formalizes Life Cycle Management System embedding environmental, health, and safety considerations into new product development

1996 3M launches new strategic framework, Science for Circular, Science for Climate, and Science for Community, and requires all new products have a Sustainability Value Commitment

2002 3M to provide 300,000 work hours of skills-based volunteerism by 3M employees to improve lives and help solve society’s toughest challenges by 2025

2015 2025 Sustainability Goals launched, expanding beyond 3M operations and environmental issues to include customers, suppliers, and social impact

2018 3M launches new strategic framework, Science for Circular, Science for Climate, and Science for Community, and requires all new products have a Sustainability Value Commitment

2019 3M global headquarters to be powered by renewable electricity, the first step in a commitment to move global operations to 100% renewable sources of power

2019 3M to provide 300,000 work hours of skills-based volunteerism by 3M employees to improve lives and help solve society’s toughest challenges by 2025

2021 3M commits to achieve carbon neutrality by 2050, reduce water use at its facilities by 25% by 2030, return higher quality water to the environment after use in manufacturing operations, and reduce dependence on virgin fossil-based plastic by 125M by 2025

2019 3M formally certifies its commitment to achieving carbon neutrality by 2050, reduce water use at its facilities by 25% by 2030, return higher quality water to the environment after use in manufacturing operations, and reduce dependence on virgin fossil-based plastic by 125M by 2025

Photo: 3M™ Thinsulate™ 100% Recycled Featherless Insulation