

Advancing our **impact**

Driving long-term growth and value
by using science to improve lives

Building a more sustainable world

3M uses a science-based approach to reimagine what's possible as we rise to the most critical challenges facing our planet and its people — focusing our efforts where we can make the greatest impact. Our goals and environmental, social, and governance (ESG) metrics reflect a heightened commitment to thinking holistically about how our people, products, and operations can all contribute to a better and brighter future.

We continue to build momentum around science and collaboration in our operations and our communities. 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.

Unique and differentiated value

The power of 3M is in the way we connect our fundamental strengths of technology, manufacturing, global capabilities, and our brand with customers. These strengths define us as an enterprise and combine to build a business greater than the sum of its parts.

With science at our heart, we're positioned to leverage innovation and technology to collaborate with our customers and other stakeholders to create solutions not yet imagined as we strive to solve the world's greatest challenges.

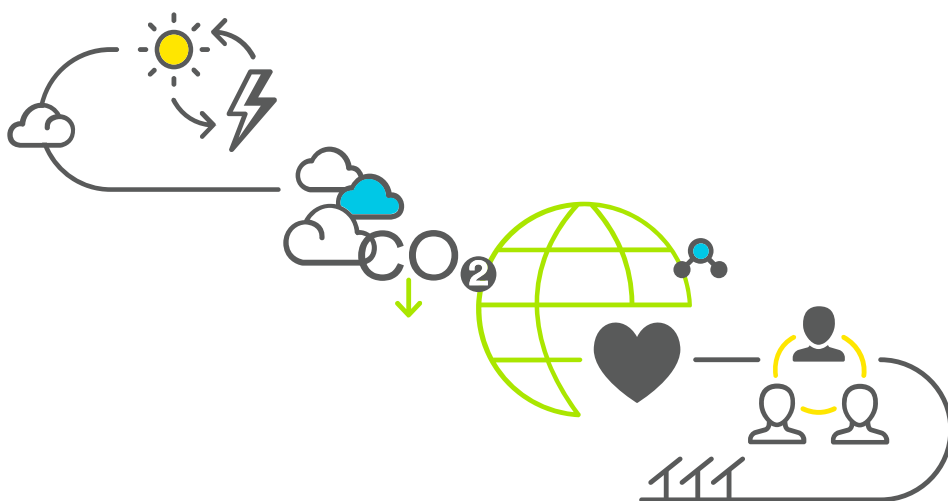


For the future of 3M,
for the future of our
planet, and for future
generations, we must
continually reimagine
what's possible.



Our Strategic Sustainability Framework

As we build on our global capabilities and diverse technologies, we have clear commitments and bold ambitions to shape a sustainable future within our Strategic Sustainability Framework and its three organizing pillars: Science for Circular, Science for Climate, and Science for Community. Within these pillars, we build partnerships, implement projects, and develop processes that move us forward in the areas where we can make the greatest impact.



We pursue our sustainability goals with urgency and intent.

Learn more and view our 2023 Global Impact Report and ESG metrics at 3M.com/sustainability.



Science for **Circular**^o

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

We must reimagine the traditional global economy's linear business model that strains ecosystems and depletes natural resources faster than they can be replenished. Circular business models use these essential resources only while having a net positive impact on supply, and they eliminate reliance on nonrenewable finite resources altogether. They measure business success in large part on the ability to do more with less, keep products and materials in use, design out waste and pollution, and restore and regenerate natural systems and biodiversity.

At 3M, we understand the urgency of this issue and we strive to develop circular business models that create impactful solutions, inspire leadership, and implement disruptive change across all industries.

Every new 3M product must have a Sustainability Value Commitment that demonstrates how the product drives impact for the greater good.



Designing for **circularity**



3M, in partnership with GlobalGiving, is collaborating with **Plastic Bank** to support ethical collection communities in vulnerable coastal regions and help stop ocean plastic.

Our **Scotch-Brite® Greener Clean** collection offers durable cleaning solutions that combine 3M's superior scrubbing performance with sustainable materials. These long-lasting tools are made with recycled content and plant-based materials,¹ come in recyclable packaging, and are dye- and BPA-free.

1. Scrubbing fibers made from 100% recycled content. Sponge made from 100% plant-based materials.



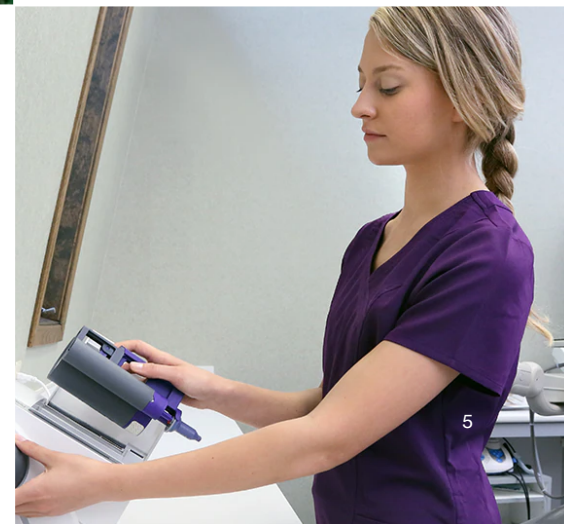
Our **Post-it® 100% Recycled Paper Super Sticky Notes** are made with 100% recycled paper in a zero-waste-to-landfill plant. The product and packaging are both curbside-recyclable.

With 300,000 electronic devices in the field, **3M's Health Care Service Group (HCSG)** aims to keep them out of landfills. The HCSG provides service and support for more than 50 3M health care products, with repair locations in 18 countries.



3M™ DI-NOC™ Architectural Finishes can contribute to LEED credits by maintaining existing walls, doors, frames, and built-ins with its innovative architectural finishes that keep them in use longer.

Scotch™ Cushion Lock™ Protective Wrap is an alternative to plastic bubble wrap that's recyclable and made from 100% recycled paper. It's received recognition including a Platinum Award in Dow's 2022 Packaging Innovation Awards and finalist status in the consumer products category of Fast Company's World Changing Ideas Awards.



Science for Climate^o

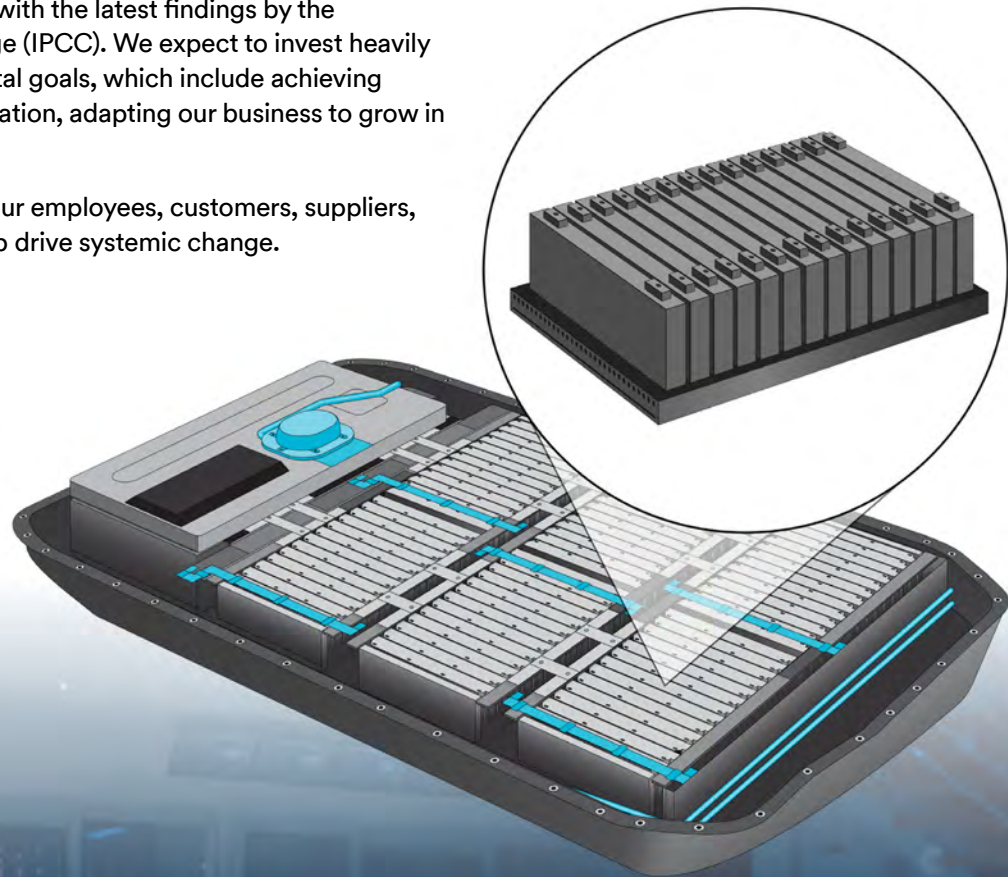
Innovate to decarbonize industry, accelerate global climate solutions and improve our environmental footprint.

The impacts of global climate change on our planet and its people have never been clearer. Extreme weather events, rising sea levels, urban heat islands, elevated pollution levels, poor air quality, and scarce resources have underscored how urgently corporations must act to try to slow these harmful effects to both our natural and built ecosystems.

At 3M, we're advancing our impact through more significant intermediate and long-term goals and actions that align with the latest findings by the Intergovernmental Panel on Climate Change (IPCC). We expect to invest heavily both in our efforts to meet our environmental goals, which include achieving carbon neutrality by 2050, and in our innovation, adapting our business to grow in sectors that support decarbonization.

We believe that by working together with our employees, customers, suppliers, government, and communities, we can help drive systemic change.

Climate change remains among the greatest challenges globally, and we must act with urgency to address it.



Innovating for adaptation and mitigation



< **Scotch® Box Lock™ Packaging Tape** sticks instantly to any box, including harder-to-stick-to 100% recycled boxes. Its extreme grip ensures boxes stay sealed through rough handling, and the durable hot-melt adhesive is solvent-free.

✓ Along with our partner **Earthworm Foundation**, we're supporting the Tsay Keh Dene (TKD) First Nation in British Columbia, Canada, to protect high conservation value forests in their territory. As some of the world's remaining intact forests, they serve as sources of sustenance, culture, and history for the TKD, as well as critical species habitat and carbon storage.



∧ Easy-to-install **3M sensored cable accessories** can transmit real-time data about vital parameters in underground medium-voltage networks. With distributed intelligence, our customers gain critical insights that can help them extend the life of existing infrastructure assets.

✓ **3M's glass bubbles** help optimize the transport and storage of green hydrogen by providing superior protection, reducing the amount of boil-off from heat so more hydrogen gets delivered to the end customer.



< To help improve battery safety for electric vehicles (EVs), 3M offers a **new barrier solution** that cushions battery cells to help enhance performance while protecting adjacent cells from heat if an individual cell fails. This helps enable the future of automotive electrification and advance the adoption of high-energy lithium-ion batteries for EVs.

> A repurposed byproduct of our roofing granules, **3M™ Natural Pozzolans** can be used as a partial cement replacement to help lower the CO₂ emissions of concrete. For every ton of natural pozzolans used, CO₂ emissions can be reduced by an estimated 0.75 tons.



Science for **Community**^o

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

Leveraging science, innovation, and collaboration, we help solve global challenges like climate change, public health and safety, health care inequality, and other inequities in communities around the world.

We recognize the importance of equal access to science, technology, engineering, and mathematics (STEM) education and careers. Equitable opportunities in STEM lead to stronger communities, a stronger 3M, and a brighter collective future. We also commit to advancing diversity, equity, inclusion, and social and environmental justice within our company and community.

Together with our partners, we will advance an equitable and sustainable future for all.

3M listens to and engages with communities to understand and identify ways to maximize our impact.



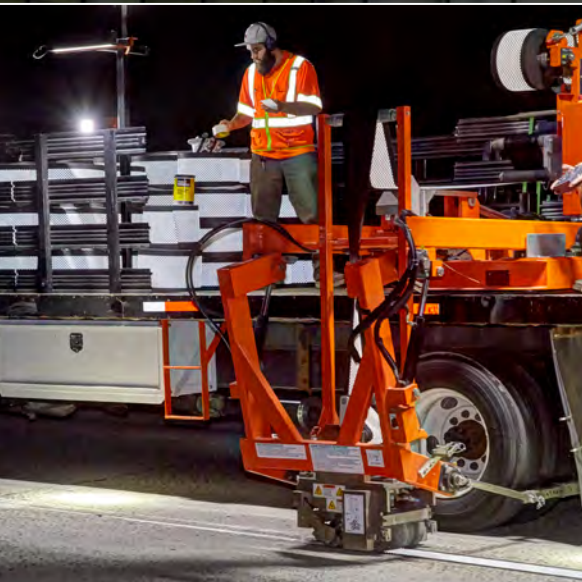
Building strong communities around the world



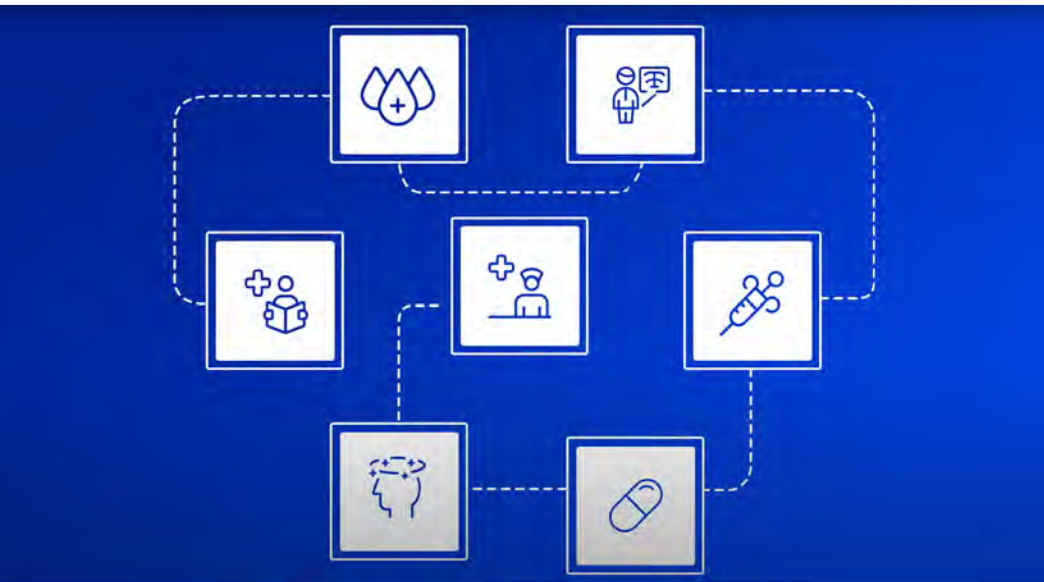
< 3M India helps strengthen **local health care** in Ranjangaon through partnerships with a renewable energy social enterprise and foundation. Customized solar power systems installed at primary health centers provide reliable 24/7 power — critical for effective treatment.



^ Designed with exclusive 3M 3-in-1 technology, **Filtrete™ air filters** trap unwanted air particles while letting cleaner air flow through. **Filtrete™ Smart Air Filters** allow for active filter life tracking, air quality info, tips to improve air quality, and easy replacement ordering — all in one convenient app.



^ **3M's Transportation Safety Division** develops solutions to make our roadway safer. We're working toward zero deaths on highways and city streets, at intersections, and in construction zones with innovations like wet reflective pavement markings and more visible road signs.



^ **3M's iOn Progress™ Remote Therapy Monitoring System**, a negative pressure wound therapy device with cellular connection, collects data from a machine in the patient's home. It sends information to the cloud and a smart app, creating tasks for our virtual therapy specialists. With this, we've reduced the total cost of wound care by 25% and gained insights that help shape future innovation.

< Together with the Minnesota State College and University system and St. Paul Public Schools, 3M helps ease the way toward a **skilled-trades career** for St. Paul Public School students. The program gives students college or certification credits for skilled trades classes, helping to build our hiring pipeline and give more students a path to a well-paying job.

< From safety glasses and hearing protection to respirators and safety harnesses, **3M's Personal Safety Division** aims to keep people safe in facilities, workplaces, and communities.

2022 goal results



Science for Circular



Science for Climate

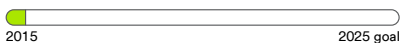
100% Sustainability Value Commitment for new products

On pace for goal of 100%



0.58% manufacturing waste reduced

Behind goal of an additional 10%, indexed to sales



44.9% of sites achieved zero landfill

Outpacing goal of more than 30%



54.2M pounds of virgin fossil-based plastic reduced

On pace for goal to reduce by 125 million pounds



16.8% increased water efficiency

On pace for goal to reduce global water usage by 20%



Installation of state-of-the-art filtration technologies

On pace for goal



17 identified manufacturing sites in water-stressed/scarse areas

On pace for goal



457 completed supplier assessments

On pace for goal to drive supplier performance



37.8% Scope 1 and 2 market-based GHG emissions reduced

On pace for goal of at least 50% reduction



51.9% renewable energy

Outpacing goal of 50% of total electricity use



13.1% improved energy efficiency

Behind goal of 30%, indexed to net sales



121M metric tons CO₂ equivalent customer-avoided emissions

On pace for goal of 250 million tons avoided



78.8%

reduction in Scope 1 and 2 location-based GHG emissions since 2002



Science for Community

45.1% diverse talent in management globally

On pace for goal to double the pipeline



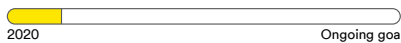
9.02% workforce diversity from entry-level through management in the U.S.

On pace for goal to double the representation of underrepresented groups



6.39% workforce diversity in management positions in the U.S.

On pace for goal to double the representation of underrepresented groups



100% pay equity globally

On pace for goal to maintain 100%



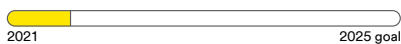
\$23.6M invested in workforce development and STEM education

On pace for goal to invest \$50 million to address racial opportunity gaps in the U.S.



1.04M STEM and skilled trades learning experiences

On pace for goal of 5 million learning experiences for underrepresented individuals



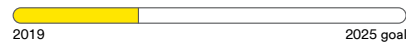
\$82.1M invested in cash and products

On pace for goal to invest for education, community, and environmental programs



81.8K skills-based work hours volunteered

On pace for goal of 300,000 work hours



4.91M worker and patient safety training instances

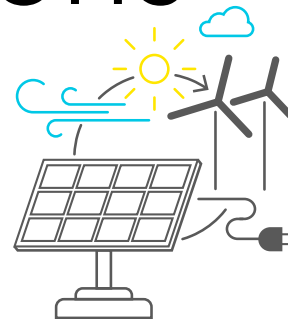
Outpacing goal of 5 million



Our goals and ambitions are gaining momentum as we work to make the world more sustainable for future generations.



Transforming aspirations into action



1932 – 3M's short-term and long-term disability coverage, pension plan, and unemployment insurance plan begin

1975 – Pollution Prevention Pays (3P) program starts. We've completed more than 16,300 3P projects, preventing more than 2.88 million short tons of pollution and saving over \$2.37 billion

1996 – With formalization of our Life Cycle Management System, we embed environmental, health, and safety considerations into new product development

2019 – 3M global headquarters powered by 100% renewable electricity, and we commit to provide 300,000 work hours of skills-based volunteerism by 2025

2021 – We commit to achieve carbon neutrality by 2050, reduce water use at our facilities by 25% by 2030, return higher-quality water to the environment after manufacturing use, and reduce dependence on virgin fossil-based plastic by 125 million pounds by 2025

2015 – Sustainability goals launch, expanding beyond 3M operations and environmental issues to include customers, suppliers, and social impact

1930s

1950s

1970s

1980s

1990s

2000s

2010s

2020s

1953 – We begin archiving charitable corporate and foundation contributions and have invested \$1.98 billion back to communities where we operate

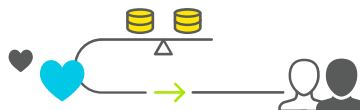
1987 – 3M Air Emission Reduction Program launches, which drove an 88% reduction in volatile organic compounds air emissions in its first 14 years alone



2018 – Launch of Strategic Sustainability Framework and our requirement that all new products have a Sustainability Value Commitment

2002 – Completion of first GHG emissions inventory (Scope 1 and 2)

2020 – We commit to invest \$50 million over five years toward equitable workforce development and STEM education, to double the representation of underrepresented groups in our U.S. workforce, and to maintain or achieve pay equity globally



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