


3M New Ventures

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3M New Ventures

Imagining the Future


Stefan Gabriel | President 3M New Ventures

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3M New Ventures – Mission & Focus

- Identifying and investing in disruptive early stage technologies and business models to further expand 3M's global innovation leadership
- Seeking innovations with platform character – providing horizontal applications and multiple touch points with 3M



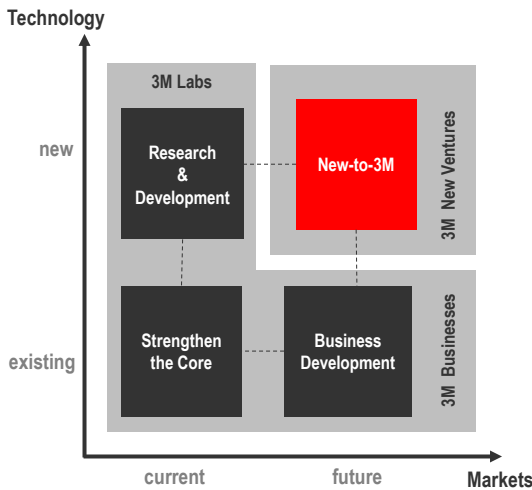
Open up new business opportunities, create market and technology access, enable strategic learning, and leverage know-how of outstanding external teams



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New Ventures is a Vital Part of 3M's Innovation Strategy



3M New Ventures

- Stimulate *strategic growth* by venture investments with a focus of 3 to 5 years

3M Business Units / Labs

- Organic growth* and M&A with a focus of up to 1 to 3 years

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New Ventures' Approach – Corporate Venturing with Minority Investments

Why Corporate Venturing ?

- Leverage external disruptive innovations
- Take advantage of flexible and independent operations
- Foster entrepreneurial spirit and speed
- Complement internal R&D with strategic learning
- Create synergies with 3M
- Drive value of equity stake

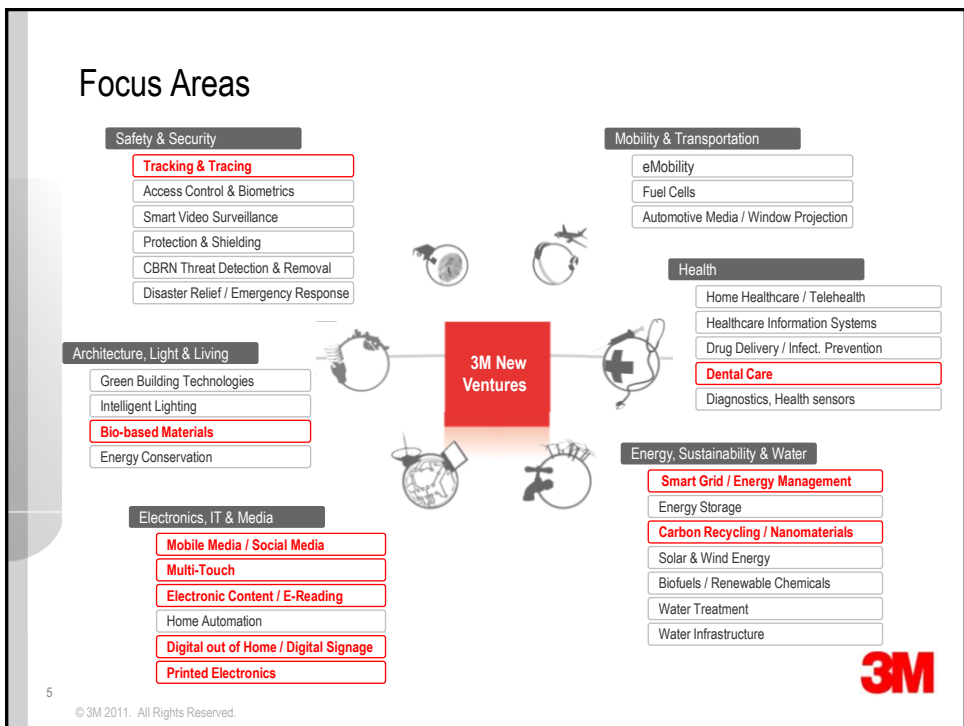
Why Minority Investments ?

- Test new markets, technologies and business models
- Diversify across multiple new businesses and technologies
- Allow for a gradual increase of ownership and control
- Provide various exit options
- Reduce financial risk exposure per transaction

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3M GTG

Digital Signage and Ambient Media Specialist

3M | GTG

Munich, Germany

USPs

- Design driven innovations for Dooh
- From concept to integration: Turnkey solutions for communication tools
- Moving hardware with synchronized content

Applications & Industries

- 3M is GTG's global sales and marketing partner for Dooh
- Outdoor billboard with revenue share business model
- Corporate collaboration and communication tools
- Corporate presentation/ executive briefing center

Pilot customers:

- Wynn Hotel, Las Vegas
- Central Station, Taipei
- Airport, Munich
- Thyssen Krupp, Essen

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GTG GmbH

Video – Collage

Munich, Germany




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Ecovative



Mycelium – a mushroom-based alternative to traditional plastics and wood

Troy / NY, USA

Process





USPs

- 100% biological and sustainable material with low energy footprint
- Excellent properties, e.g. insulation, lightweight, class A fire resistant
- Cost competitive
- Outstanding team won numerous awards, strong brand value

Applications & Industries


- Compostable protective packaging (► Dell, Steelcase)
- Green performance materials for use in building construction, transportation, furniture
- Ideas for joint development imply 3M opportunity worth ~\$100M

Pilot customers: DELL, Steelcase



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Ecovative

Mycelium – Closing the gap between plastics and wood



Troy / NY, USA




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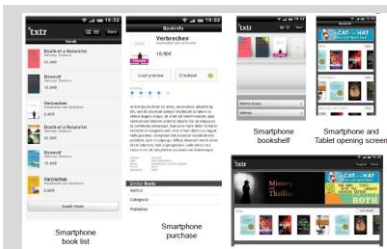


‘txtr GmbH

Enabling Global E-Reading Business on All Platforms



Berlin, Germany



(Screen shots of 4.0 android app)


USPs

- Software stack enabling connected eReading solutions and cloud services
- Txtrs' Beagle – the most affordable eReading device working together with smartphones and tablets
- Instant access to >400,000 eBooks from txtr (largest European ebook library)

Applications & Industries


- Digital libraries (▶ 3M Library sales >\$100m/yr in 2013)
- Managed eBook stores for large OEMs (▶ ASUS, ACER, Samsung, HTC, HP)
- Content and library management for industrial customers (e-manuals; product documentation)

eReading companion – the “Beagle”



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3M Cloud Library


Enabling Global eReading Business on all Platforms

'txtr
Berlin, Germany


Cloud Based System for eBook Lending

- Apps to browse, checkout and read eBooks
- eBook sales to libraries
- Discovery terminals and eReaders sales to libraries
- Subscription fees for platform and support


Read anytime, anywhere, on multiple devices.




Mac and PC



iPad®, iPhone® and Android™ devices




NOOK™ and Sony Reader™



- Agreement in place to develop software to enable eBook lending system
- 'txtr expertise enabling time to market
- On track for December beta test in 10 libraries

**Transforming Library Systems Business –
New Business opportunity in US > \$150M /year by 2015**



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'txtr GmbH

The Beagle – The World's Lightest, Thinnest and Most Affordable eReading Companion Device

'txtr
Berlin, Germany



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Printechnologies GmbH

Touchcode – Brand Protection / Publishing and Media / Consumer Information

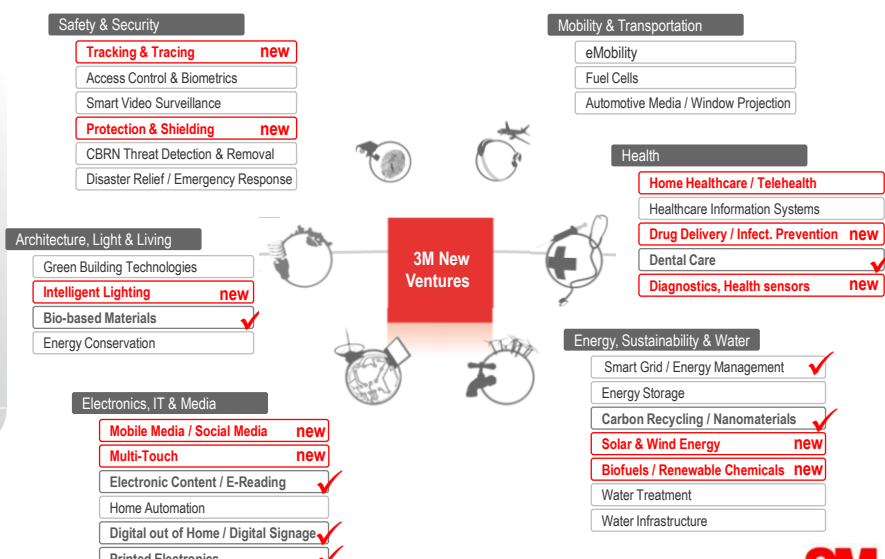


Chemnitz, Germany



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Current Funnel Addresses Exciting Markets of the Future



Safety & Security

- Tracking & Tracing **new**
- Access Control & Biometrics
- Smart Video Surveillance
- Protection & Shielding **new**
- CBRN Threat Detection & Removal
- Disaster Relief / Emergency Response

Mobility & Transportation

- eMobility
- Fuel Cells
- Automotive Media / Window Projection

Health

- Home Healthcare / Telehealth
- Healthcare Information Systems
- Drug Delivery / Infect. Prevention **new**
- Dental Care ✓
- Diagnostics, Health sensors **new**

Architecture, Light & Living

- Green Building Technologies
- Intelligent Lighting **new**
- Bio-based Materials ✓
- Energy Conservation


Electronics, IT & Media

- Mobile Media / Social Media **new**
- Multi-Touch **new**
- Electronic Content / E-Reading ✓
- Home Automation
- Digital out of Home / Digital Signage ✓
- Printed Electronics ✓

Energy, Sustainability & Water

- Smart Grid / Energy Management ✓
- Energy Storage
- Carbon Recycling / Nanomaterials ✓
- Solar & Wind Energy **new**
- Biofuels / Renewable Chemicals **new**
- Water Treatment
- Water Infrastructure

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New Ventures – Imagine the Future

- Leverage vast global potential of disruptive innovations
- Global strategy with local presence at hot spots
- Strong executive commitment is key to success
- It is our daily business to:
 - *Inspire 3M with external innovation impulses*
 - *Identify and invest in the most attractive opportunities*
 - *Develop and expand synergies with 3M*
 - *Leverage our expertise with 3M's business units*

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Thank you

3M New Ventures
Investing in New-to-3M Innovations

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