

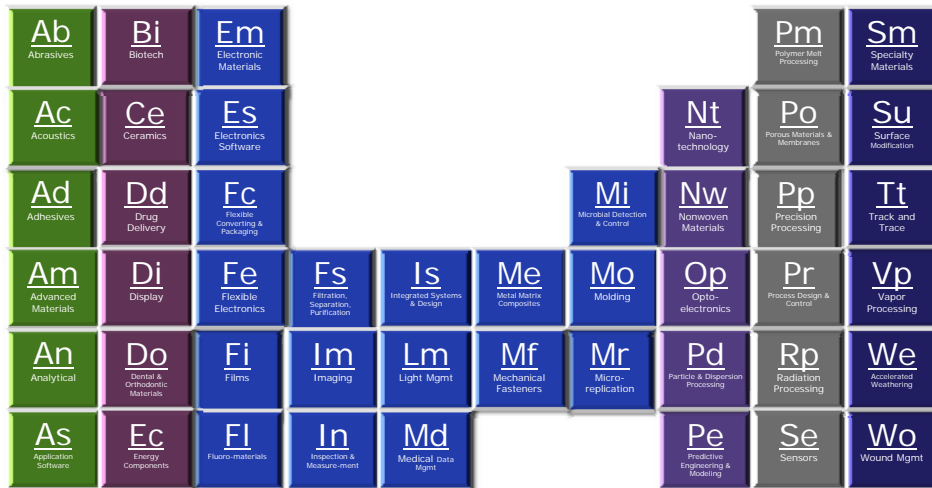
Research & Development

Dr. Fred Palensky, Executive Vice President R&D and Chief Technology Officer



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Our technology platforms are powerful enablers for growth



Breadth and depth allow us to reinvigorate core markets and enter new ones



Re-inventing our Abrasives platform



Coated...



... Bonded



... Nonwovens



Scotch-Brite™
Rapid Cut Wheel
with precision
shaped grains



- Synthetic minerals
- Microreplication
- Precision shaped grains



Changing the basis of competition with technology

Advancing our Adhesive platform



Building capabilities to capitalize on megatrends



Depleting Natural Resources



Global Inter-Connectivity



Rapid Pace of Technology Change



Growing Emerging Markets

- Difficult-to-bond materials
- Optically clear
- High temperature bonding
- Flexible high strength
- Chemically inert
- Moisture, solvent tolerant
- Gentle to skin

Advancing our Adhesive platform



Building capabilities to capitalize on megatrends

- Difficult-to-bond materials
- Optically clear
- High temperature bonding
- Flexible high strength
- Chemically inert
- Moisture, solvent tolerant
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Enabling >1000 programs



Continuously reinforcing these to build relevance and capitalize on megatrends

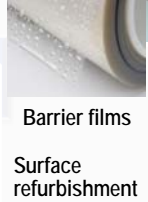
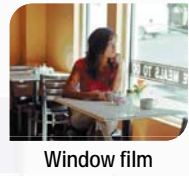


Applying our Films platform broadly



Film technologies continue to evolve

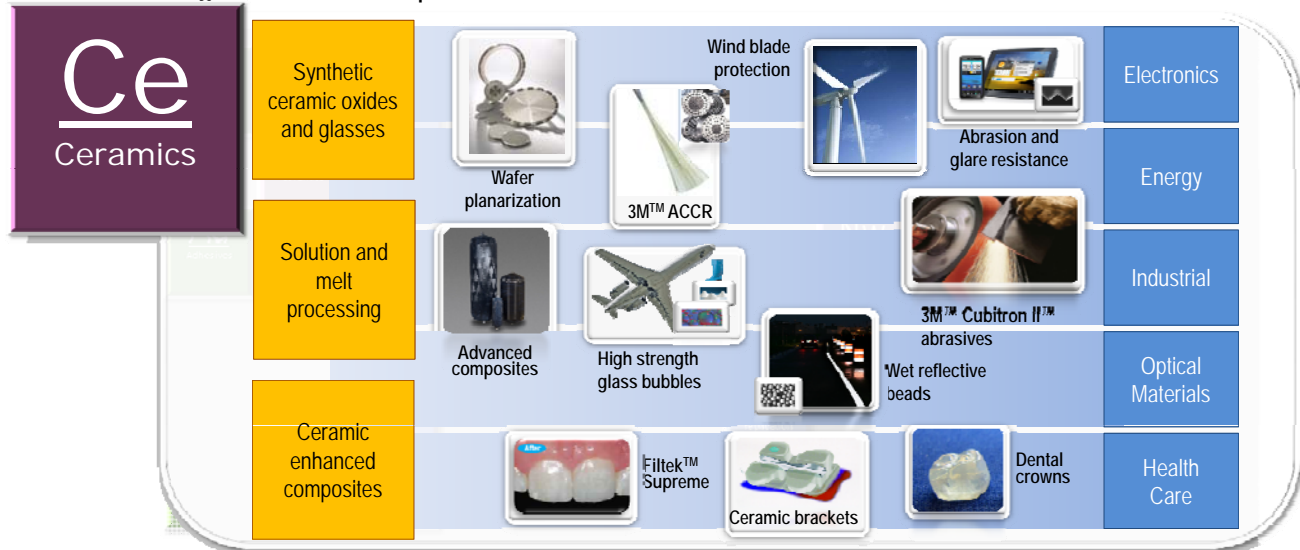
- Optical properties
- Electrically conductive, insulating
- Dual-sided functionality
- Impermeable or porous to oxygen and water
- Absorb/reflect UV, infrared
- Glass-like barrier properties



A core capability applied to multiple growth markets

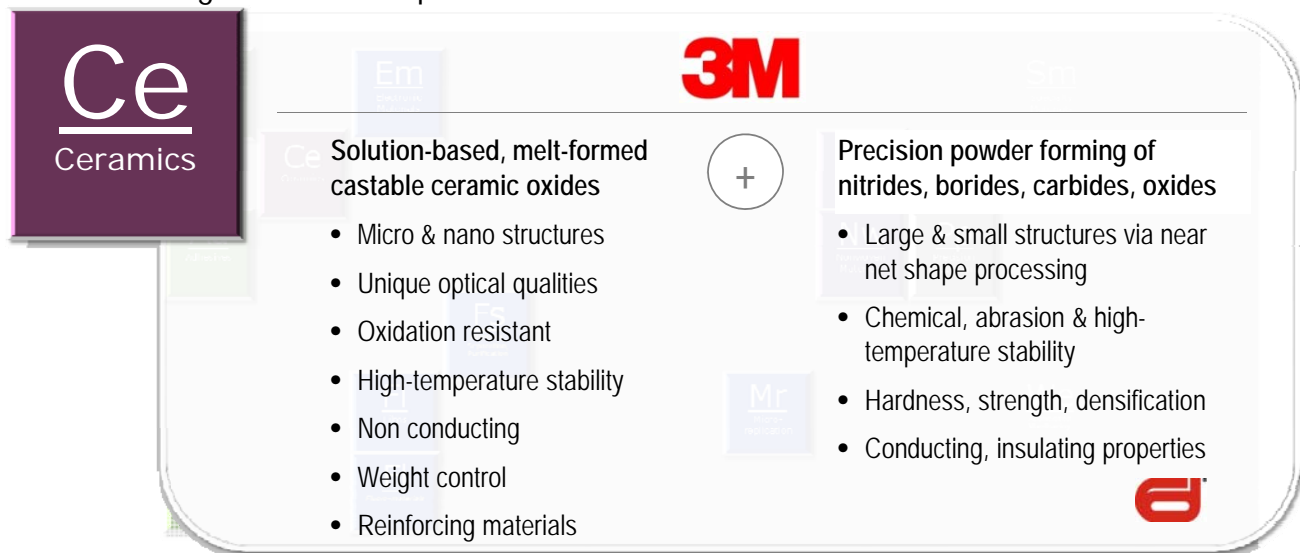


Enhancing our Ceramics platform



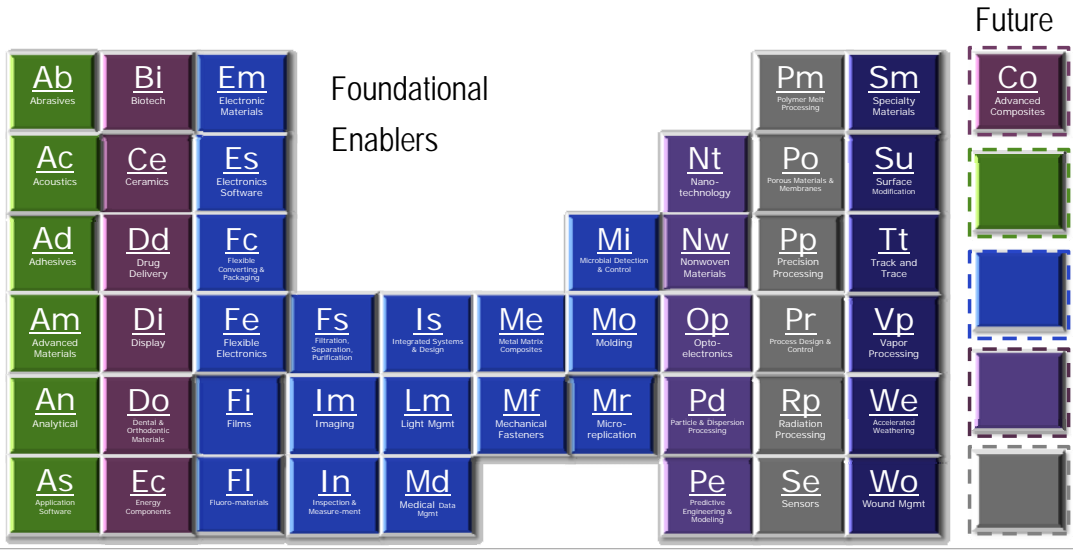
We have built a broad portfolio with world-class technology

Enhancing our Ceramics platform



Enhancing world-class technology through acquisition

Our technology platforms are powerful enablers for growth



We are actively and continuously building our capabilities: Foundational, Enablers, Future

