

Respiratory Supply Chain Impacts

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3M at a glance



- Sales in nearly every country
- \$32.8 billion in sales
- Four business groups
- 90,000 3Mers globally
- 117,000 patents
- 100+ straight years of dividends
- One of 30 companies on the Dow Jones Industrial Index

Serving our customers through four business groups

Industrial

Transportation & Electronics

Health Care

Consumer



Accelerating safety and industry performance by serving the industrial, electrical and safety markets.

\$12B

2019 sales



Moving transportation and a connected world forward by serving automotive and electronic OEM customers.

\$10B

2019 sales



Connecting people, insights, science and technology to make better health possible around the world by serving the health care industry.

\$7B

2019 sales



Innovating to simplify life and work by serving global consumers.

\$5B

2019 sales

Agenda

A vertical strip on the left side of the slide shows a nighttime cityscape of Hong Kong, with numerous skyscrapers illuminated by lights and reflecting on the water.

How we deliver products to customers

“X-Factor” Event

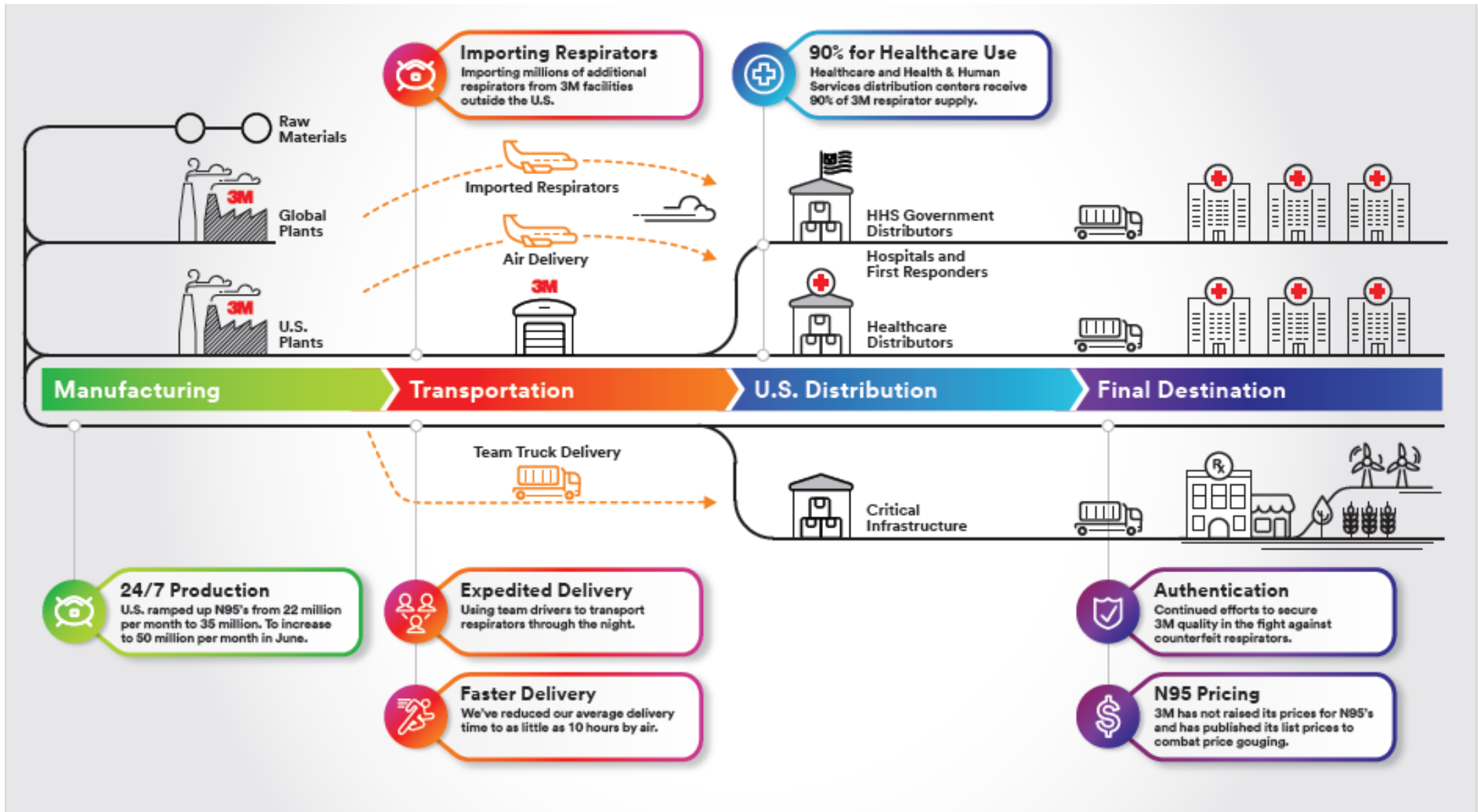
Guiding Principles for Capacity Prioritization

Emergency Response Team Structure

Leaning into our Playbook

Post Crisis

Delivery for 3M N95 Respirators in the U.S.



X-Factor Event

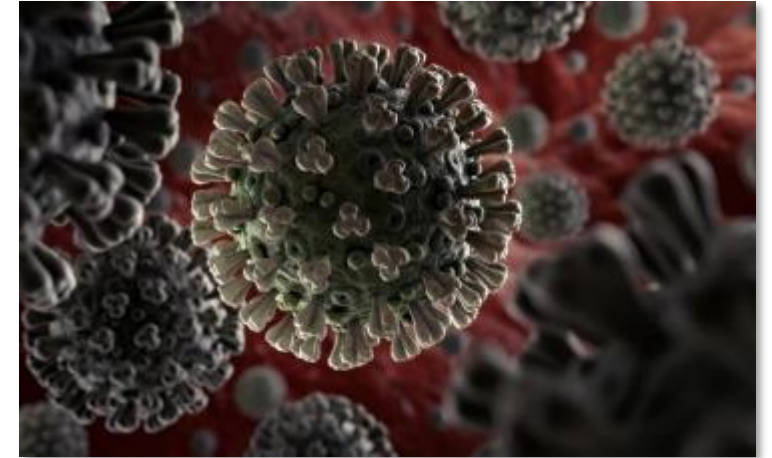
A significant circumstance, unpredictable by nature, that results in a strong and rapid increase in demand resulting in production constraints.



Air Quality



Forest Fires



COVID-19

Guiding Principles for 3M Response to X-Factor

Safety of Employees	Listen & Respond	Accelerate
Strive to help keep 3M employees safe.	Respond rapidly to changing circumstances, with input from all stakeholders.	Accelerate production to help meet increased demand.
Protect & Deliver	Collaboration	Communicate
Help protect healthcare workers and first responders and deliver continuity to existing customer base.	Working with governments, distributors and others to prioritize supplies to the most critical customer and public health needs.	Communicate with candor and transparency – internally and externally – recognizing the need to evolve as circumstances change.
Ensure quality and ethics and compliance are never compromised.		

How We Prioritize the Use of Available Capacity

3M will use all available capacity to fill orders for products in high demand as a result of an “X-Factor” event, according to the following priorities:

1st	Balance public health needs with continuity of existing customer base		
	Comply with governmental directives	Support healthcare and public health response	Enable continuity of operations for existing customers
2nd	Respond to existing Key Accounts		
3rd	Meet new and additional end-user demand		

Source of supply strategy: local supply for local demand, where efficient

Master Emergency Response Team Structure



Corporate Crisis Action Team

Lead: Corporate Operating Comm

Global Master ERT

Lead: Global Business Director

Area ERT

Lead: Area Division Leads

Global Demand

Lead: Global Portfolio Manager

Global Supply

Lead: Global Portfolio Value Stream Manager

Divisions

Affected Division Representatives

Global alignment and coordination, a must to ensure steady execution

X-Factor Emergency Response Team Structure

Global Master ERT	Lead: Division Global Portfolio Director		
Global Strategy	Participants	<ul style="list-style-type: none"> • All affected Division VPs • Global Value Stream Director • Legal • Corporate Communications 	<ul style="list-style-type: none"> • Global Security Operations Center • Application Development • Government Affairs
Area ERT	Lead: Area Division Lead		
Lead Area Response with customers	Participants	<ul style="list-style-type: none"> • Area Division Lead • Area and Country Portfolio Leaders • Global Value Stream Managers • Area Legal 	<ul style="list-style-type: none"> • Corporate Communications • Global Security Operations Center • Application Development • Government Affairs
Global Demand	Lead: Supply Chain, Global Portfolio Manager		
Aggregate From Area Demand and Prioritize Surge	Participants	<ul style="list-style-type: none"> • Affected Division • Area and Country Portfolio • Global Lean Value Stream Leader • Area Legal 	<ul style="list-style-type: none"> • Corporate Communications • Application Development • Government Affairs
Global Supply	Lead: Division Global Value Stream Leader		
Maximize Supply, Supply Strategy and Ensure Ongoing Operations	Participants	<ul style="list-style-type: none"> • Affected Division • Area Value Stream Managers and Supply Chain • Enterprise Operations – Plants • Trade Compliance 	

COVID Response – Leaning into the Operations Playbook

	Safe & Sustainable	Customer Experience	Efficiency
Respond	Workforce Safety <ul style="list-style-type: none"> • Clear focus on the safety of our people: COVID Mgmt. Training • Social Distancing • Personal Hygiene • Enhanced Cleaning/Disinfection • Self monitoring and observation • Critical PPE availability • Work from home 	Supply Continuity and mitigation <ul style="list-style-type: none"> • CSR alignment to ERT priorities • NPS to track customer feedback and improvement opportunities • Supplier continuity and mitigation • Inventory E2E visibility and positioning • Logistics vulnerability analysis and mitigation • Global Trade Rapid Response Team 	Cost Optimization <ul style="list-style-type: none"> • Operational shutdowns • Contingent workforce • External services Cash Flow Optimization <ul style="list-style-type: none"> • CapEx prioritization • Inventory management • Delinquency credit and collection • AR & AP optimization
Recover	Reopen and Ramp Production <ul style="list-style-type: none"> • Scale while adhering to defined standard work 	CX Engagement & Digitalization <ul style="list-style-type: none"> • Remote work training and development 	Scenario Analysis & Response <ul style="list-style-type: none"> • Operational step-change acceleration
PEOPLE & PERFORMANCE	Tiered Management System - Communications - Listening - Transformation Coaching Behaviors - Upskilling Virtual Capabilities		
TECHNOLOGY	CEE Optimization – Line Speed Improvement – SKU Simplification Asset Procurement Acceleration – Capital Management		
ANALYTICS	COVID-19 WW Dashboard - COVID-19 Domestic Shipment Tracker - COVID-19 X-Factor Dashboard INVENTO - RM2 -NPS - Inbound order dashboard		

Post Crisis Resiliency Planning



1	2
Stockpile Emergency Preparedness Aligned with Governments	Global Supply Chain Architecture & Capacity Resiliency
3	4
Ongoing Digitalization for Improved E2E Visibility	Ongoing Disruptive Technology for CEE Step Changes

Each event introduces new constraints to address & improve for the next event

Learn more on our response at 3M.com

- Our response by the numbers
- Transforming our supply chain
- Timeline of 3M actions
- Fighting fraud and counterfeiting
- FAQs about 3M and COVID-19
- Educating stakeholders on PPE



**3M.com/COVID-19 or
3M.com/pandemic**

The screenshot shows the 3M Science Applied to Life website. At the top, there's a navigation bar with the 3M logo, "Science. Applied to Life.", and links for "Go to bCom Log in" and "Help". Below this are links for "PRODUCTS FOR BUSINESS", "PRODUCTS FOR CONSUMERS", and "ABOUT US". A search bar is also present. A yellow alert banner states: "Alert: 3M is committed to the fight against COVID-19. Learn about the actions we are taking here." The main content area has a blue header with the text "Helping the world respond to COVID-19" and a button "GET ANSWERS TO FREQUENTLY ASKED QUESTIONS". Below this, a section titled "3M is addressing the COVID-19 pandemic from all angles and across all relevant stakeholders" contains three paragraphs of text. A "Jump to information on" section lists links: "Healthcare Response", "Timeline of Actions", "Fighting Fraud", and "3M Employee and Company News". The bottom section, "Our response by the numbers", features four key metrics: "24/7" (The 3M global respirator supply chain is running 24/7 worldwide), "Doubled" (Doubled global N95 output rate to 1.1 billion per year, plan to double again to 2 billion within 12 months), "90%" (In the U.S., 90% of N95s going to healthcare and public health with the remaining deployed to other critical industries such as energy, food and pharmaceuticals), and ">1 million" (>1 million N95 respirators/day produced in the U.S. for healthcare workers (in April 2020)).