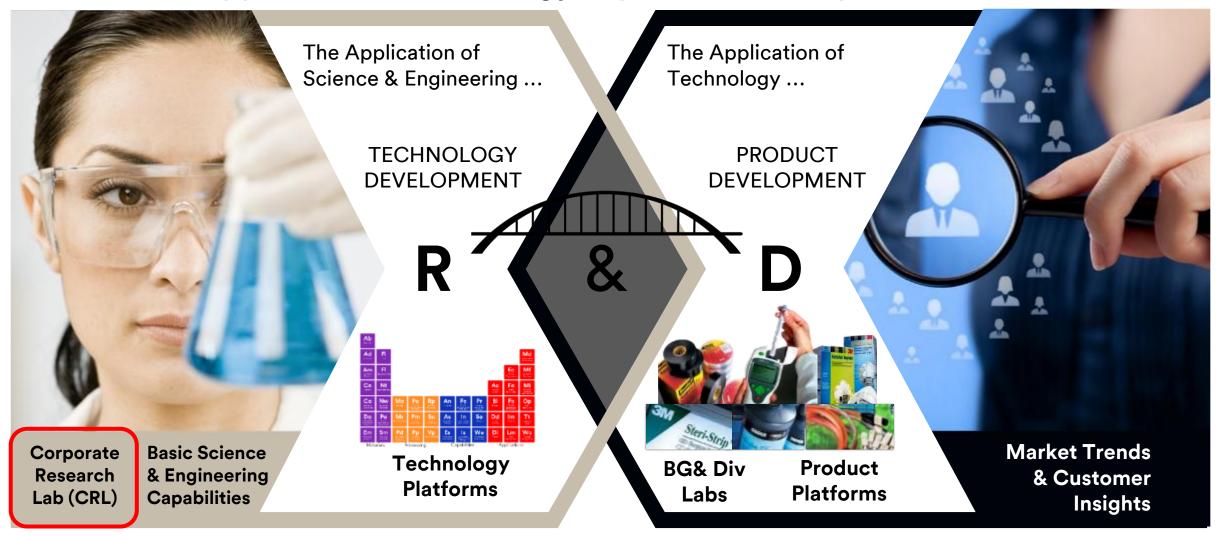


# 3M operates an integrated innovation model

Creation and application of technology to product development

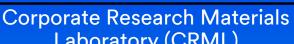


Commercialization through different go-to-market models: Consumer + Industrial + OEM Spec-in

## CRL Integrates Analytical, Materials, Process, and Systems

Corporate Research Analytical Laboratory (CRAL)

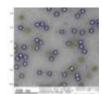
Growth through fundamental scientific understanding & data analytics

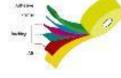


Creating new materials that provide a sustainable competitive advantage

Laboratory (CRML)

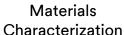




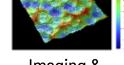


Adhesives & Release Materials

Weathering Research Center







Imaging & Surface Analysis







**Analytics** 

**BioSciences** 



Molecular Analysis

Optical / 5G

Specialty Materials

Ceramics & Glasses

Films, fibers, coatings

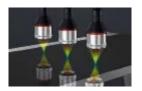




**Emerging Energy** 

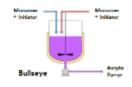
Corporate Research Process Laboratory (CRPL)

Building new, differentiated process and manufacturing platforms

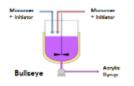


Digital Manufacturing, **Analytics & Processing** 

**Radiation Processing** 



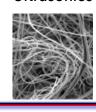


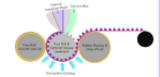


**Precision Coating** 

& Web Processing

Nonwovens, Membranes & **Ultrasonics** 





Specialty Films, Microreplication & **Polymer Processing** 

Corporate Research Systems Laboratory (CRSL)

Building integrated systems and digital platforms to enable new products



Modeling & Simulation

Software Technology, Machine Learning, & Data Science





Data **Systems** 

Advanced **Integrated Systems** 





AMX /Extreme Mechanics



Four interconnected labs organized around technology "clusters" that are leveraged across 3M

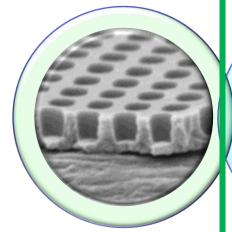
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## **Corporate Research Process Laboratory**



Precision
Coating & Web
Processing
PCWP



#### **Technologies**

Coating

Drying

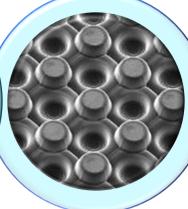
**Printing & Patterning** 

**Optical Metamaterials** 

**Process Mechanics** 

**Embedded Modeling** 

Specialty Films,
Microreplication &
Polymer Processing
SFMPP



#### **Technologies**

Hot Melt Coating

**Reactive Extrusion** 

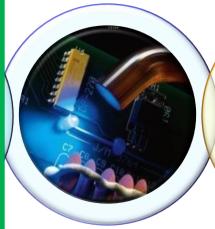
Blown Film

Oriented Film

**Extrusion Replication** 

Continuous, Cast & Cure

Materials & Radiation Processing MRP



#### **Technologies**

**Chemical Processing** 

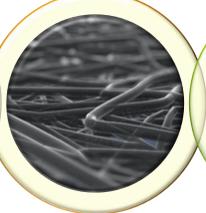
**Radiation Processing** 

Plasma & Surface Modification

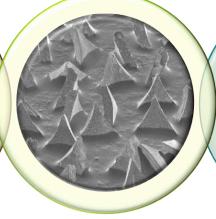
Thin Films

Ceramics & Particle Processing

Nonwovens, Separations & Ultrasonics **NWSU** 



# Digital Manufacturing Analytics & Processing DMAP



## CRPL EMEA



#### Technologies 7

Melt Blown

Spunbond

**Fiber Processing** 

Separations Technologies

Modeling & Informatics

Ultrasonics

#### **Technologies**

High Resolution Additive Manufacturing

Rapid Prototyping

Injection Molding

Measurement & Process Analytics

Robotics & Automation
Process Informatics

#### **Technologies**

**Euro Express Line** 

Hotmelt, Film, Multilayer & Co-Extrusion

Liquid Coating

**PSA Process Tech** 

Reactive Extrusion

**Hotmelt Compounding** 

Injection Molding



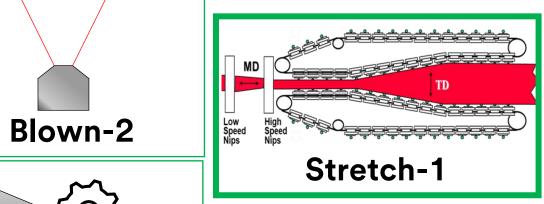
## **CRPL Extrusion Lines**

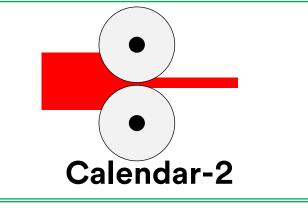
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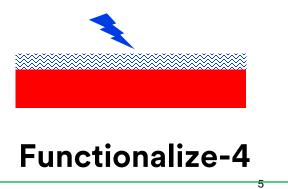
## 4-Shape/ Quench

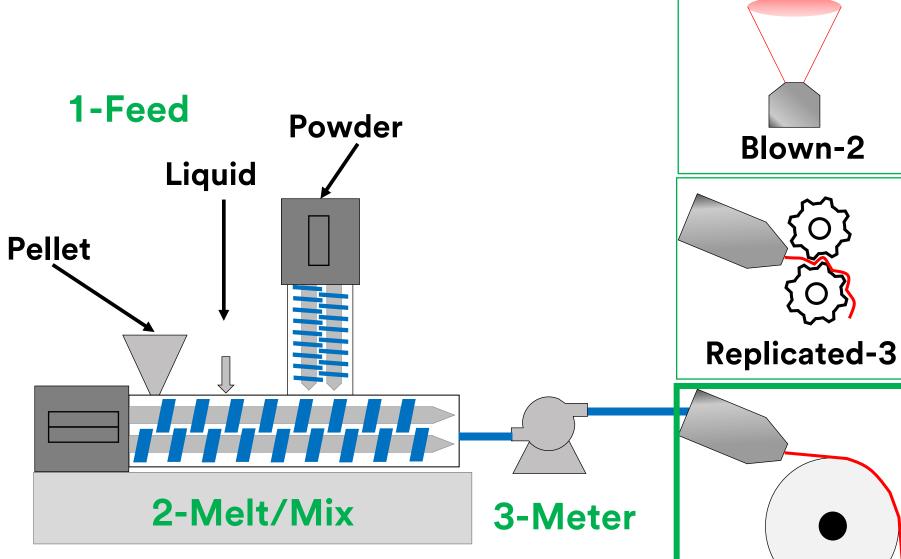
Cast-7











## 3M Oriented Film Development to Manufacturing



#### **CRPL**

- Casting only
- 1-50 lb/hr
- 2-18" wide film
- Up to 5 layers
- Best for material screening





#### **CRPL**

- Biaxial stretching
- 25 200 lb/hr
- 8-30" wide films
- Up to 13 layers
- Limited production



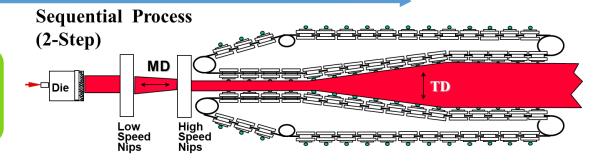


#### 3M Manufacturing

- Biaxial stretching
- 300-10,000+ lb/hr
- 50-240" wide film
- 1-1000 layers
- PP, PET, MOF, etc.

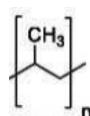
#### **Production Scale**

Strategically sized equipment at multiple scales to enable new product development





# 3M Polypropylene Films



Lint Roller Tape -

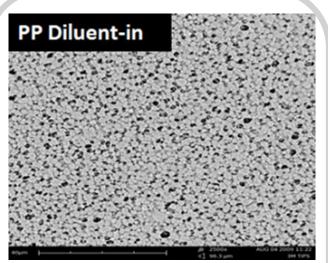




Dual-Lock -Replicated

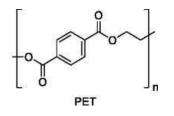
Box Sealing Tape – Biaxially Oriented





Porous Films – Biaxially Oriented

# Polyethylene terephthalate Film









Thicker films

Thicker adhesive

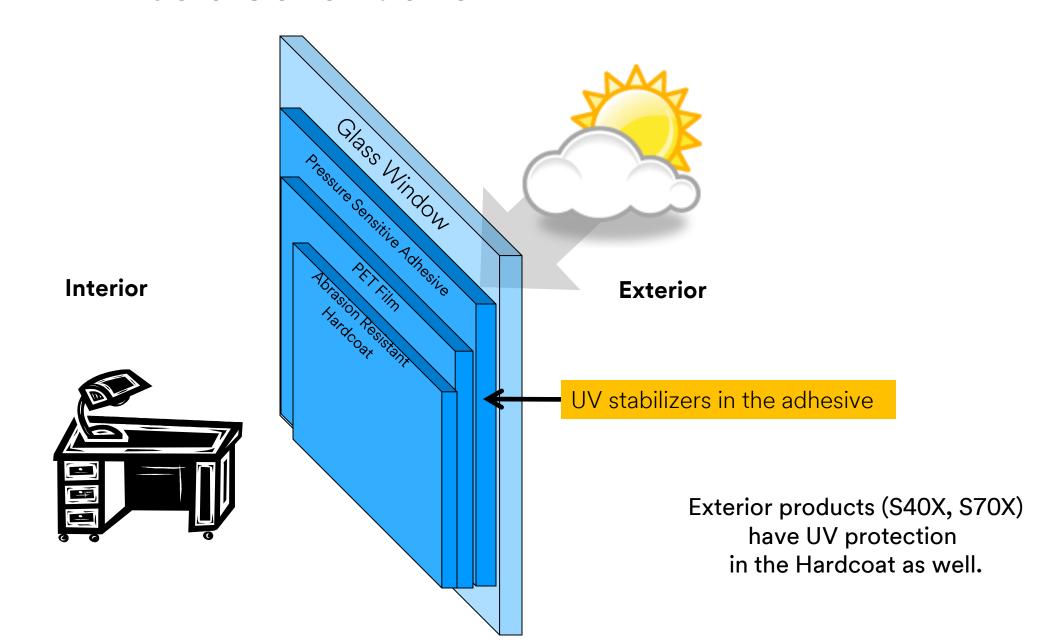
Tear resistant properties

Tested to an industry standard for "safety" glazing



Provide impact resistance and glass fragment retention properties

## **Window Film Basic Construction**



## Film Constructions

Monolithic = single layer of film

Safety S40, S70, S40X, S70X

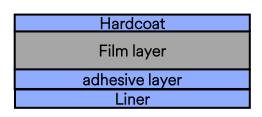
Laminated = 2 or more layers of film

- Safety S80
- Safety S140
- AG6
- Safety Series with Sun Control

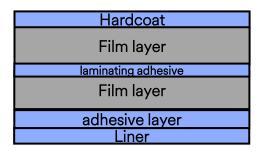
Ultra Films = microlayered film construction

- Unique to 3M, produced during film extrusion process, not through lamination
- Ultra S800
- Microlayered film may be laminated to other film

-Ultra Prestige S50, Ultra Prestige S70, Ultra Night Vision S25



**Monolithic** 



Laminated

Hardcoat
Microlayers
Tear Resistant Film
PSA Liner
Liner

Microlayered

# **Testing for Tear Resistance**

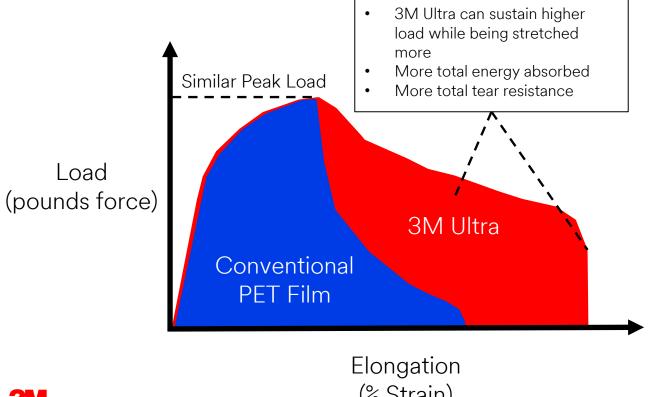
### Peak Load

- Mostly a function of film thickness
- Conventional films will have similar peak load as Ultra films

## Elongation

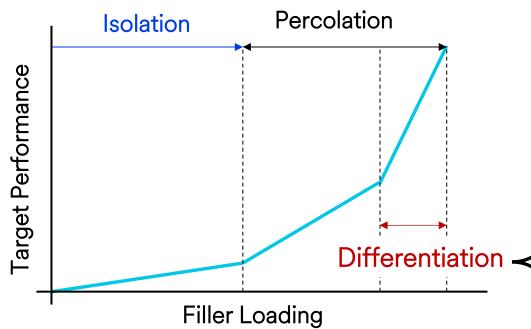
- Ultra will stretch more than conventional films
- More energy absorption before failure

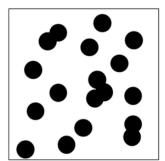
Example Graves Tear (ASTM D1004) Resistance Plot: Conventional PET vs. Ultra (same thickness)

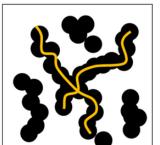




# 3M Particle Loaded Composites









## **Engineered Materials**

Acrylic hotmelts

UV xlinking system

Glass-bubbles

**UHMWPE** 

Multi-modal filler packages

Alumina Trihydrate (ATH)

Tungsten-coated alumina

3M Hexagonal BN (h-BN)



#### **Processes**

Extrusion

Film casting C

Densification

Crosslinking/Curing

Coating

Compounding

Dispensing

Stacking/Skiving



#### **Differentiation**

Particle Loading

Balanced Properties

Porosity Control

Particle Alignment

## **Thermal Interface Material Tech Data Sheet (New Concept)**

Thermoplastic thermally conductive pad

Product Description: A tunable film based electrically insulating,

silicone free TIM material with exceptional

thermal performance.

**Technology**: Ceramic / polyolefin / elastomer

**Application:** Thermal Management, TIM Thermal Interface Material

Flexibility:





#### **Features**

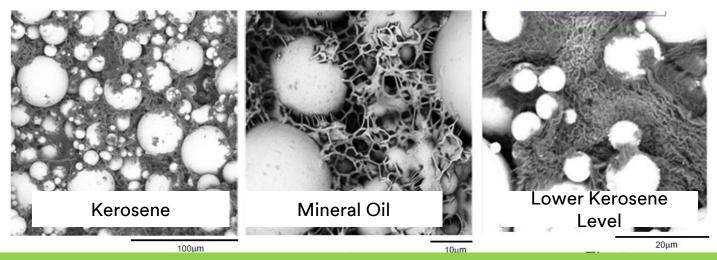
- Anisotropy tunable to xy or z
- Porosity control for hardness & dielectric properties
- Geometry options possible
- Optional EMI absorber
- No volatiles
- Ceramic particle
- Film, easy removability, rework

**Tunable properties:** Anisotropic properties offer design freedom.

Property	Heat spreader pad	Z-axis pad	
Through plane thermal conductivity (anisotropic)	2 to 8 (W/mK) anisotropic	20 to 45 (W/mK) anisotropic	
In-plane thermal conductivity (anisotropic)	20 to 60 (W/mK) anisotropic	c 2 to 8 (W/mK) anisotropic	
D <sub>K</sub> @ 5.1 GHz	2 to 4	2 to 4	
D <sub>F</sub> @ 5.1 GHz	0.001 to 0.0002	0.001 to 0.0002	
Hardness	70 Shore 0 to 92 Shore A	70 Shore 0 to 92 Shore A	
Electrically insulating (ASTM D257)	1.8*10 <sup>13</sup> Ωm	1.8*10 <sup>13</sup> Ωm	
Breakdown strength (ASTM D149)	>5 (kV/mm)	> 5 (kV/mm)	
Thickness range	0.1-1 mm	0.1-1 mm	
Color	~white opaque	~white opaque	
Density	1.5 to 2.1 (g/cc)	1.5 to 2.1 (g/cc)	
Heat Capacity	0.7 to 0.9 (J/gK)	0.7 to 0.9 (J/gK)	
Upper service temperature	~225 °C	~225 °C	
Form	Rolls & sheets, silicone free, halogen-free	Sheets, silicone free, halogen-free	

## **Dielectric Development**

Aluminum and Aluminum Oxide coated S60 Glass Bubbles

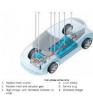


#### **Applications:**

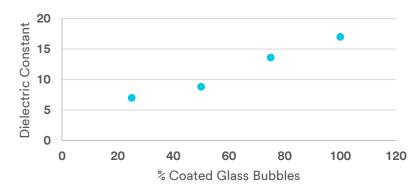
- Electric field insulators (displays, transformers, electric vehicles)
- High dielectric constant cable accessories
- Microwave lenses and antennas
- Electromagnetic radiation absorbers (radar and electronic shielding)
- Low dielectric insulators/radome





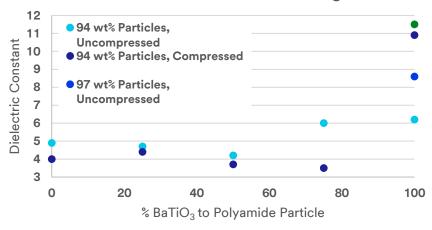


## Mixture Coated and Non-coated Glass Bubbles



# Demonstrated tunable dielectric constants not accessible by existing methods

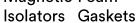
Mixture Dielectric and Non-dielectric Particles and Particle Loading



# 3M™ Electronic Assembly Solutions Portfolio Offering

#### Electromagnetic Interference (EMI) Solutions

Absorber Magnetic Foam **Tapes** 







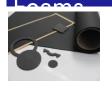






**ACF** 

#### ISOLOSS™ LS Polyurethane







Aearo Technologies LLC

#### Water Contact Indicator Tape









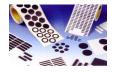
#### Thermal Interface Materials

Adhesives Grease **Tapes** 





### Bumpon™ Protective Products







### Low Outgassing Label Material





### High Temperature Masking

Low Static **Polyimide Tapes** 

**PCB Plating Tapes** 



Polyester Tape



### Thermal Bonding Films









# 3M<sup>™</sup> EMI/RFI Management Solutions

## **EMI Shielding & Grounding**

- Grounding creates an electrical connection between metal parts to help protect circuitry from electrostatic discharge (ESD).
- Shielding blocks/reflects harmful electromagnetic waves to help reduce EMI noise.

#### 3M Solutions:

3M<sup>™</sup> Electrically Conductive Tapes 3M<sup>™</sup> Transparent Conductor Films 3M<sup>™</sup> Electrically Conductive Gasket Tapes



## **EMI Absorbing & Magnetic Shielding**

- Absorbing EMI converts the energy to heat (an insignificant amount), so less EMI is reflected to affect other nearby components.
- 3M<sup>™</sup> Magnetic Shielding Materials help protect sensitive electronic components and circuitry by shielding external low magnetic fields (<1MHz).

#### 3M Solutions:

3M<sup>™</sup> EMI Absorbers 3M<sup>™</sup> Magnetic Shielding Materials



Absorbers = high frequencies



Magnetic Shielding Materials = EM field less than 15 MHz

# Stratospheric and low earth orbit (LEO) platforms for global persistent communication and imaging

There is a need for global, dynamic, persistent telecommunications and monitoring capabilities





Support Forces of Ukraine Command CC-BY-4.0



Jean Revillard/Rezo under CC-BY-SA-4.0



High altitude long endurance (HALE) unmanned aerial vehicles (UAVs) & LEO satellites

Provide platforms for needed telecom and monitoring

# Designed for efficiency. Built to last.

## Flexible solar solutions from 3M<sup>™</sup>

3M™ Ultra Barrier Films and Charge-Collection Tapes provide innovative and durable solutions for flexible solar modules used in various applications, including automotive, consumer electronics, rooftop and other building-integrated PV applications. Our solar tapes and films are designed to work with a variety of solar technologies such as organic photovoltaics (OPV), CIGS, dye-sensitized solar cell (DSSC), and perovskites - making them an ideal choice for the flexible solar manufacturers of the future.



Designed for efficient roll-toroll processing



Compatible with thin-film solar chemistries



Excellent weatherability helps ensure long-term module durability



Supports new applications in rooftop, transportation, personal electronics, & more

## 3M™ Ultra Barrier Solar Film





#### **Typical Properties**

Properties	Test Method	Typical Values*	Comment
Water Vapor Transmission Rate	Mocon, Aquatran	< 6 × 10-5 g/m²/day	@50°C 100% RH

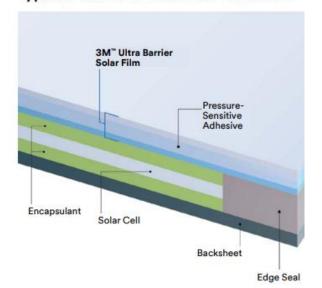
#### **Features**

- Good optical transmission from 400 – 1400 nm
- Very low moisture vapor transmission rate
- Excellent UV stability
- Flexible

#### **Key Highlights**

- UL Certified Component (E316895)
- WVTR: < 6 × 10<sup>-5</sup> g/m²/day
   © 50°C, 100% RH
- Transmission > 90%
   (Avg 400 nm 1400 nm)
- Low Shrinkage: 0.15%
- Partial Discharge 1,000V
- Low CTE

#### Typical Flexible PV Module Construction



# 3M<sup>™</sup> Charge-Collection Solar Tape 3011



#### **Applications**

3M Charge-Collection Solar Tape 3011 and 3011B are designed for use as a charge collector or bus within a thin-film solar module. 3M Charge-Collection Tape 3011B is designed for applications that require the bus on the front side of the module. The adhesive was formulated to undergo the vacuum lamination process typically used in the manufacture of solar modules.

# 3M<sup>™</sup> Adhesive Transfer Tape 966



The 3M<sup>™</sup> Adhesive Transfer Tapes with 3M<sup>™</sup> High Temperature Acrylic Adhesive 100 are designed for temperature exposure to 450°F (232°C) for short periods of time and/or solvent resistance. They have exceptional shear values even at elevated temperatures. They also offer low "outgassing" properties, which is an important consideration for the aerospace, automotive and electronic industries.

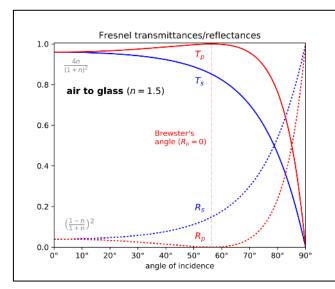
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## HALE UAVs need enhanced light capture at low angles

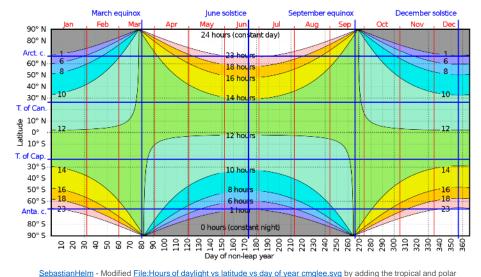
Light capture by solar cells on HALE UAVs is reduced at low angles of incidence (dawn, dusk, high/low latitudes, winter)



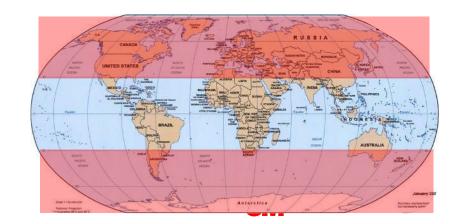
Jean Revillard/Rezo under CC-BY-SA-4.0



Sbergjohansen CC BY-SA 4.0



Limited to ~<30-35° latitude



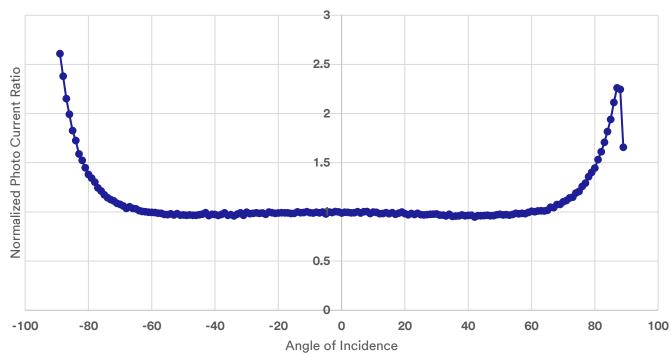
### Application need:

- Boost PV light capture
- Lightweight (<65 g/m2)</li>
- Environmentally stable
  - 20-30km
  - -60C to +90C
  - Terrestrial solar spectrum with some UVC

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## Lightweight films to increase low angle light capture





- Film increases light capture above ~60°, up to 2.5x more than standard film
- Film is lightweight. ~15 g/m2 compared to 54 g/m2 for 1 mil FEP
- Film is durable. No decrease in transmission after >13k ESH terrestrial solar weathering

## **Encapsulant films for satellite solar cell arrays**





#### Advantages

- Easy to use and scale (R2R processing)
- Domestic supply
- Additional functionality can be incorporated (moisture barrier, low angle light capture, adhesives)

#### Performance requirements

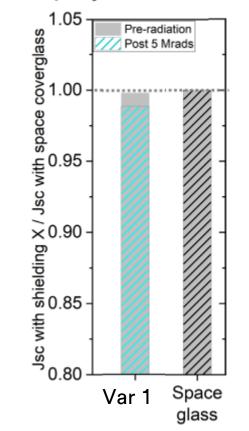
- Low earth orbit durable (AM0, AO, e-/p+ radiation)
- High visible transparency
- Stable ~-100C to +120C
- Low outgassing

## 3M encapsulant film summary

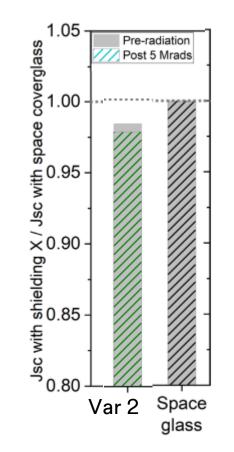
#### Comparable performance to space glass

- AO, e-/p+ durable
- Low outgassing
- Retains 90% transmission at 25,000 ESH AMO
- Vacuum UV weathering underway
- Films can incorporate additional functionality/features

#### Triple-junction solar cell



#### Silicon solar cell

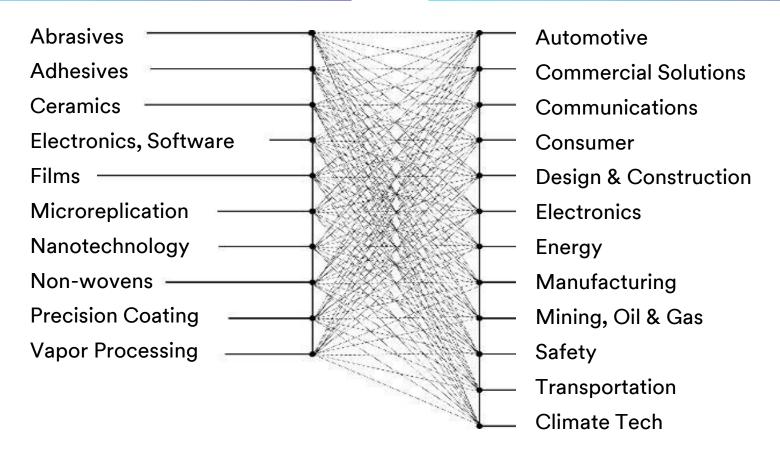


26

## **Technology Platforms**

## **Markets**

27



Making uncommon connections and innovating – that is what we do!

