

March 30, 2025



To: Our Customers and Distributors  
From: Larry Lynott – 3M Consumer Business, SVP for U.S. & Canada  
Subject: June 1, 2026, Global Fuel and Energy Price Increase

Dear Valued Customer,

We want to share an important update with you.

We've experienced significant and sustained increases in input costs, including fuel, energy, and transportation. These pressures are affecting nearly every part of the supply chain, from raw materials through delivery.

Our priority is to ensure we can continue to provide you with reliable supply, consistent quality, and the level of service you expect from us. We have worked hard to absorb as much of the impact as we can and to delay any changes for our customers. However, given the scale and persistence of these cost increases, we need to take the extraordinary step of implementing a price increase expected to be in the range of 6% to 8% effective June 1, 2026.

This increase will apply to orders received on or after that date and will be reflected on your invoices. We will continue to closely monitor market conditions and will adjust our approach as the situation changes.

Please know this decision was not made lightly. Taking this step now helps us maintain our commitment to reliable supply, consistent quality, and strong service levels during a period of ongoing volatility.

We understand that you may be facing similar pressures in your own business, and we truly appreciate your partnership and understanding. If you have any questions, please don't hesitate to reach out to your account representative.

Thank you for your continued trust and support.

Sincerely,

A handwritten signature in black ink, appearing to read 'L. Lynott'.

Larry Lynott  
Senior Vice President, U.S. & Canada  
3M Consumer Business Group