



MAJOR CAREER ROLES

President and CEO, 3M

Chair, 3M

Non-Executive Director, Patricia Industries AB

Independent Director, Merck & Co Inc

Former Independent Director, Chevron Corp.

OTHER CAREER HIGHLIGHTS

Chair, The Thulin Group LLC

Inge Thulin was President & CEO and Executive Chair of 3M, a science-based company renowned for its innovation and sustainability. A seasoned global business leader, Inge brings over four decades of experience at 3M, where he held multiple senior leadership roles. Under Inge's leadership, 3M accelerated investments in R&D and he led significant initiatives to strengthen and focus 3M's portfolio of businesses. 3M consistently ranks among the world's most ethical companies, having been named on Ethisphere's list of the World's Most Ethical Companies for six consecutive years.

He spent 15 years leading 3M's operations across international markets before becoming CEO — including a pivotal role as Executive Vice President of International Operations, where he was responsible for all of 3M's business outside the US. During that time, international revenue grew to account for more than 65% of the company's total sales, reflecting his ability to scale complex operations worldwide.

Inge is currently on the boards of Patricia Industries AB, a Swedish investment company and subsidiary of Investor AB, and Advanced Instruments, a US-based, privately held manufacturer of analytical instruments for clinical, biopharmaceutical, and food and beverage applications. He is also a Director at Merck & Co., Inc., a global healthcare company listed on the S&P 100. He was previously an Independent Director at Chevron Corp and a Council Member of the American Manufacturing Council.

He brings deep cross-sector expertise in:

- Technology-driven industrial transformation – scaling R&D innovation and digital platforms within global manufacturing
- Corporate governance in complex multinationals – steering large boards, succession planning, and ethics frameworks
- Sustainability and ESG integration – championing gender diversity, ethical culture, and Dow Jones Sustainability benchmarks
- Global stakeholder alignment and purpose-led leadership – fostering trust across science, business, and regulatory ecosystems

A native of Sweden, Inge earned degrees in economics and marketing from the University of Gothenburg. He brings a personal approach to mentoring, shaped by his commitment to hands-on leadership development, active sponsorship of diverse talent, and a belief in embedding inclusion and internal growth as strategic imperatives.