

3M International Operations

Our Largest Growth Platform

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Forward-Looking Statements

This presentation contains forward-looking information (within the meaning of the Private Securities Litigation Reform Act of 1995) about the company's financial results and estimates, business prospects, and products under development that involve substantial risks and uncertainties. You can identify these statements by the use of words such as "anticipate," "estimate," "expect," "project," "intend," "plan," "believe," and other words and terms of similar meaning in connection with any discussion of future operating or financial performance. Among the factors that could cause actual results to differ materially are the following: (1) worldwide economic conditions; (2) competitive conditions and customer preferences; (3) foreign currency exchange rates and fluctuations in those rates; (4) the timing and acceptance of new product offerings; (5) the availability and cost of purchased components, compounds, raw materials and energy (including oil and natural gas and their derivatives) due to shortages, increased demand or supply interruptions (including those caused by natural and other disasters and other events); (6) the impact of acquisitions, strategic alliances, divestitures, and other unusual events resulting from portfolio management actions and other evolving business strategies, and possible organizational restructuring; (7) generating less productivity improvements than estimated; and (8) legal proceedings, including the outcome of and information derived from pending Congressional action concerning asbestos-related litigation and other significant developments that could occur in the legal proceedings described in the company's Annual Report on Form 10-K for the year ended December 31, 2004 and the Quarterly Reports on Form 10-Q for the quarters ended March 31, 2005, June 30, 2005, and September 30, 2005 (the "Reports"). Changes in such assumptions or factors could produce significantly different results. A further description of these factors is located in the Reports. The information contained in this news release is as of the date indicated. The company assumes no obligation to update any forward-looking statements contained in this release as a result of new information or future events or developments.

3M's Six Market Leading Businesses

Consumer and Office



Display and Graphics

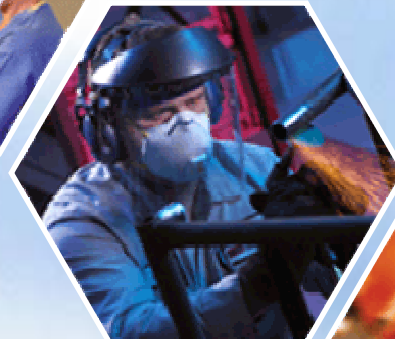


Electro and Communications

Health Care



Industrial and Transportation



Safety, Security and Protection Services

Customer Solutions Delivered Throughout the World

3M's Competitive Advantage

- Technology Platforms
- Brand Strength
- Manufacturing and Process Capabilities
- Geographical Reach and Local Market Knowledge

*Unique Ability to Serve Transnational Accounts Globally
– As Well As Domestic Accounts Locally*

2005 Calendar Year Highlights

- Sales of \$21.2 billion, up 5.8%
 - Organic local-currency growth of 4.1%; acquisitions 1.0%
 - Positive organic local-currency growth in all businesses
 - Optical film business posts record revenues
 - CUNO acquisition adds to > \$1.0 billion filtration platform
- EPS of \$4.26
 - Up 13.6% vs. 2004*
- Operating Income of \$5.0 billion
 - Up 9.4% vs. 2004
 - Operating margins of 23.7%, up 0.8% vs. 2004
- Economic profit of \$2.0 billion
 - Up 11.3% vs. 2004*
- Free Cash Flow of \$3.3 billion
- \$3.6 billion returned to shareholders through dividends and buy-back

*Excludes the \$75 million Q2 tax impact from the reinvestment of \$1.8 billion of foreign earnings in the United States pursuant to the provisions of the American Jobs Creation Act of 2004 and also excludes \$35 million Q4 after tax charge from the adoption of Financial Accounting Standards Board Interpretation No. 47, “Accounting for Conditional Asset Retirement Obligations”. Refer to 3M’s earnings press release for a complete reconciliation to reported earnings and for a discussion concerning economic profit, free cash flow and ROIC (non-GAAP measures.)

Calendar Year 2005 vs. 2004

Results by Geography

(\$ in Millions)	Sales	Local Curr. Change vs. 2004	Operating Income*	Op. Inc. % Change vs. 2004
U.S.	\$8,267	4.9%	\$1,324	10.3%
Europe	\$5,219	0.9%	\$1,073	5.8%
Asia Pacific	\$5,744	10.6%	\$2,093	11.7%
LA and Canada	\$1,881	1.3%	\$519	7.5%

*Excludes the \$75 million Q2 tax impact from the reinvestment of \$1.8 billion of foreign earnings in the United States pursuant to the provisions of the American Jobs Creation Act of 2004 and also excludes \$35 million Q4 after tax charge from the adoption of Financial Accounting Standards Board Interpretation No. 47, "Accounting for Conditional Asset Retirement Obligations". Refer to 3M's earnings press release for a complete reconciliation of total sales growth between local-currency and translation.

3M's Competitive Advantage

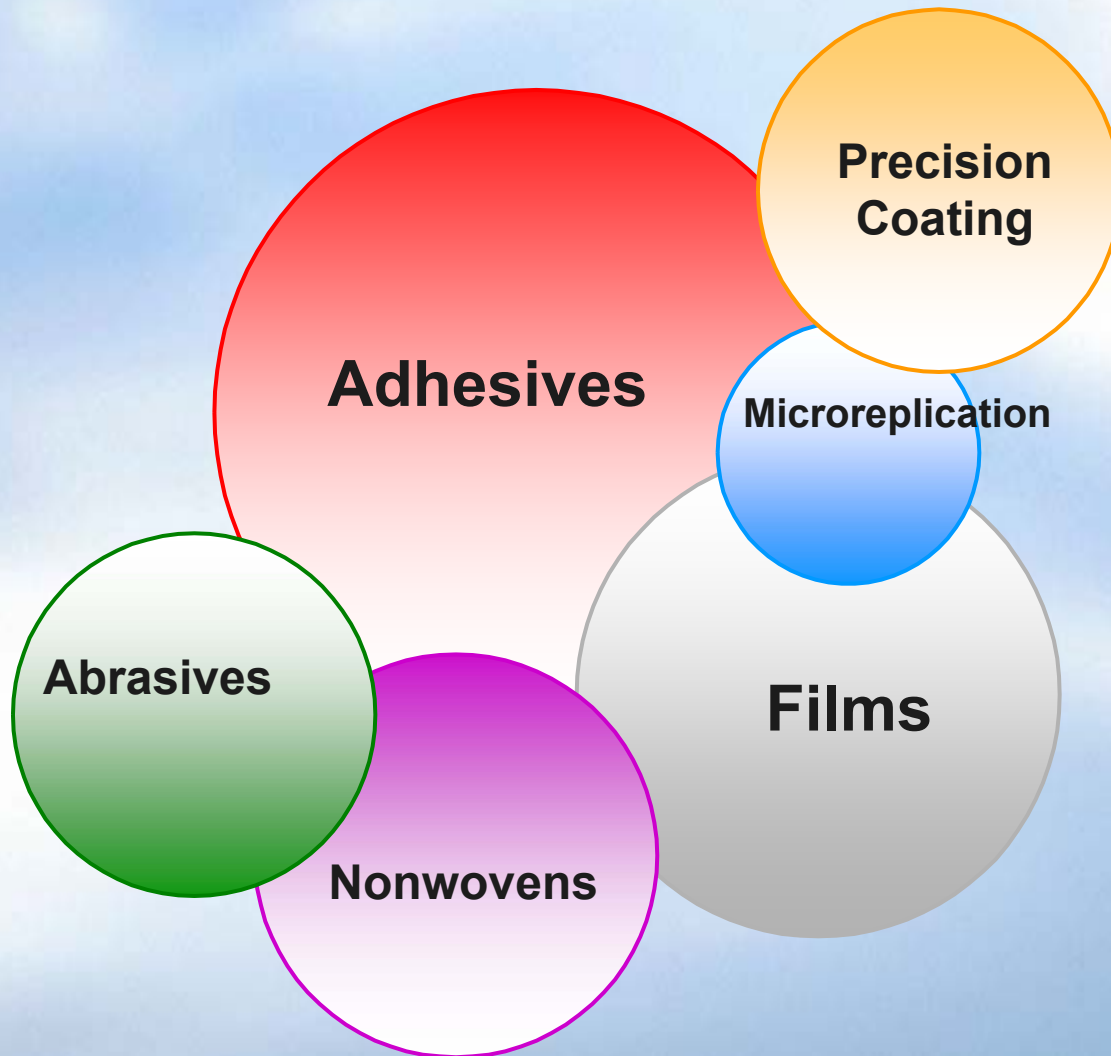
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3M Technology Platforms

<u>Ad</u> Adhesives	<u>Am</u> Advanced Materials	<u>Bi</u> Biotech							<u>Rf</u> Reclosable Fasteners
<u>Ab</u> Abrasives	<u>Dd</u> Drug Delivery						<u>Mr</u> Micro-replication	<u>Pe</u> Predictive Engineering & Modeling	<u>Rp</u> Radiation Processing
<u>Ac</u> Acoustics	<u>Dm</u> Display Materials					<u>Nt</u> Nano Technology	<u>Nm</u> Nonwoven Materials	<u>Pm</u> Polymer Melt Processing	<u>Sm</u> Specialty Materials
<u>As</u> Application Software	<u>Do</u> Dental & Orthodontic Materials	<u>Fi</u> Films	<u>Fs</u> Filtration, Separation, Purification	<u>Ir</u> Immune Response Modifiers	<u>Md</u> Medical Data Mgmt	<u>Mi</u> Microbial Detection & Control	<u>Pc</u> Precision Coating	<u>Po</u> Porous Materials & Membranes	<u>Su</u> Surface Modification
<u>Ce</u> Ceramics	<u>Ep</u> Electronic Packaging	<u>Fl</u> Fluoro-materials	<u>Im</u> Imaging	<u>Is</u> Integrated Systems Design	<u>Me</u> Metal Matrix Composites	<u>Mo</u> Molding	<u>Pd</u> Particle & Dispersion Processing	<u>Pr</u> Process Design & Control	<u>Wo</u> Wound Mgmt
<u>Cp</u> Chemical Power Sources	<u>Fc</u> Flexible Converting & Packaging	<u>Fo</u> Fiber Optics	<u>Ip</u> Inks & Pigments	<u>Lm</u> Light Mgmt			<u>Pp</u> Precision Processing		<u>Vp</u> Vacuum Processing

Leading Technology Platforms



- ▼ Invest \$1.1 billion annually in R&D & related expenses
- ▼ Over 3 dozen platforms in total
- ▼ Technology synergies create competitive advantage

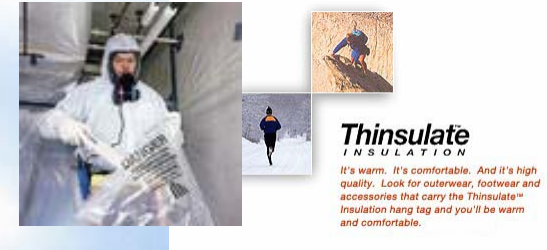
All 3M Businesses Share Technology

Strong Brands and Market Positions

Consumer and Office



Safety and Security



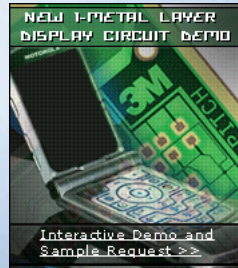
Display and Graphics



Healthcare



Electro and Telecommunications



Industrial and Transportation

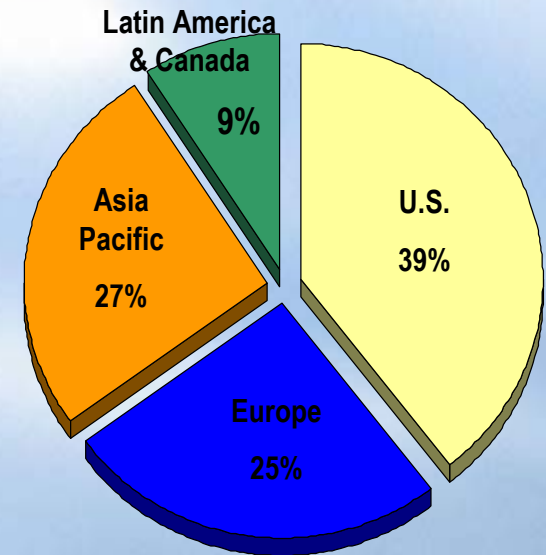


Brand Equity and Investment Shared Among Businesses

Diverse Geographic Presence

- Strong Global Presence
- 61% + of sales from International
- Fully Integrated Subsidiaries
- Accelerating Investment into Developing Markets

2005 Sales By Geography



International Penetration – An Efficient Path to Growth

3M International Overview

- Subsidiaries in 69 countries
- 3M product sales in over 200 countries
- 35 countries with laboratories
- 74 manufacturing sites
- 36,600+ employees
- 3M employs mostly local nationals –
Less than 1% are Foreign Service employees



Asia Pacific



**Europe, Middle East
& Africa**



Latin America & Canada

*Local Knowledge and Execution Supported by
Global Processes and Capabilities*

3M International Operations

Financial Summary

Sales (\$Billions)

13.0% 2002-05 CAGR

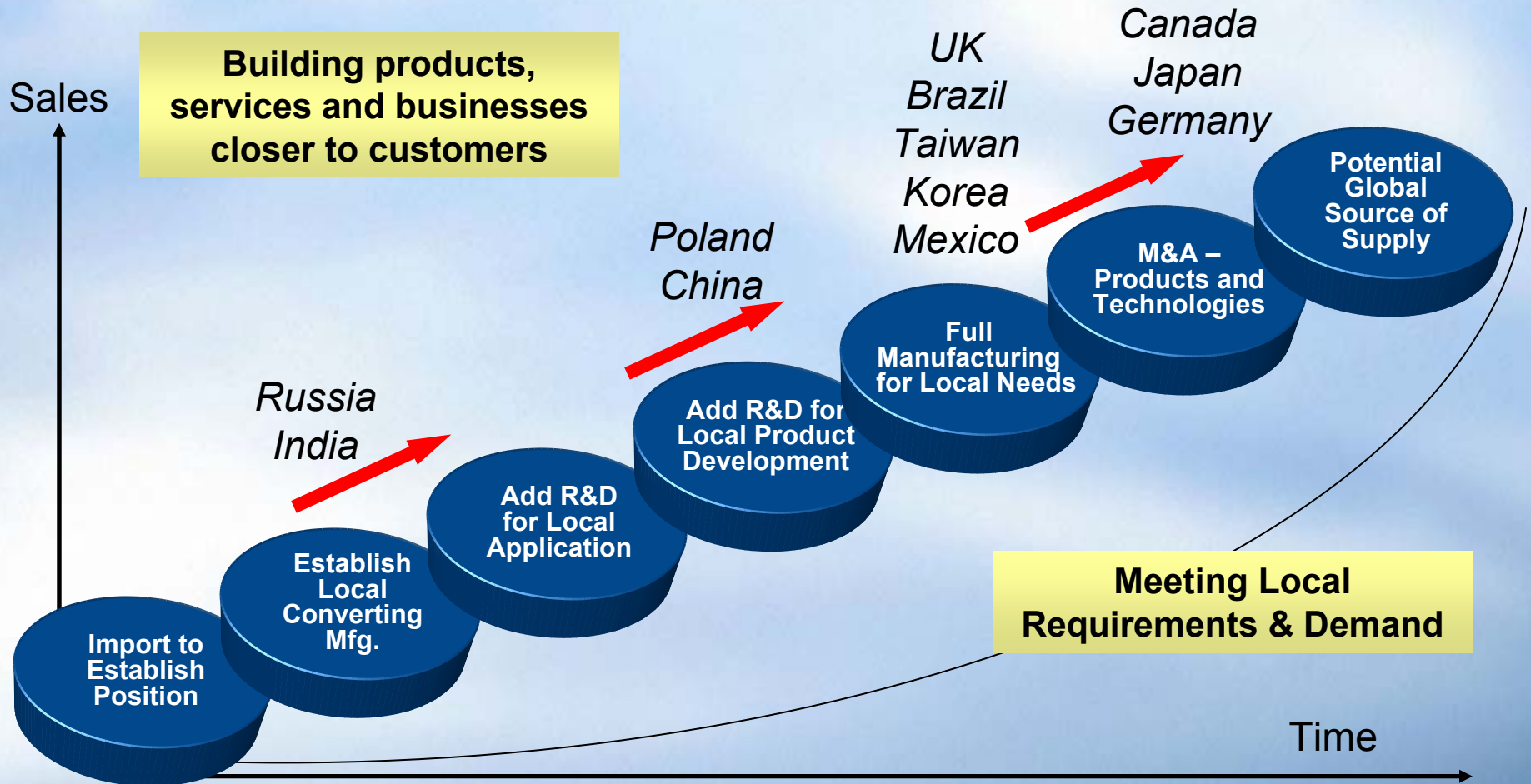


Operating Income (\$Billions)

20.9% 2002-05 CAGR



The Path to Local Market Penetration



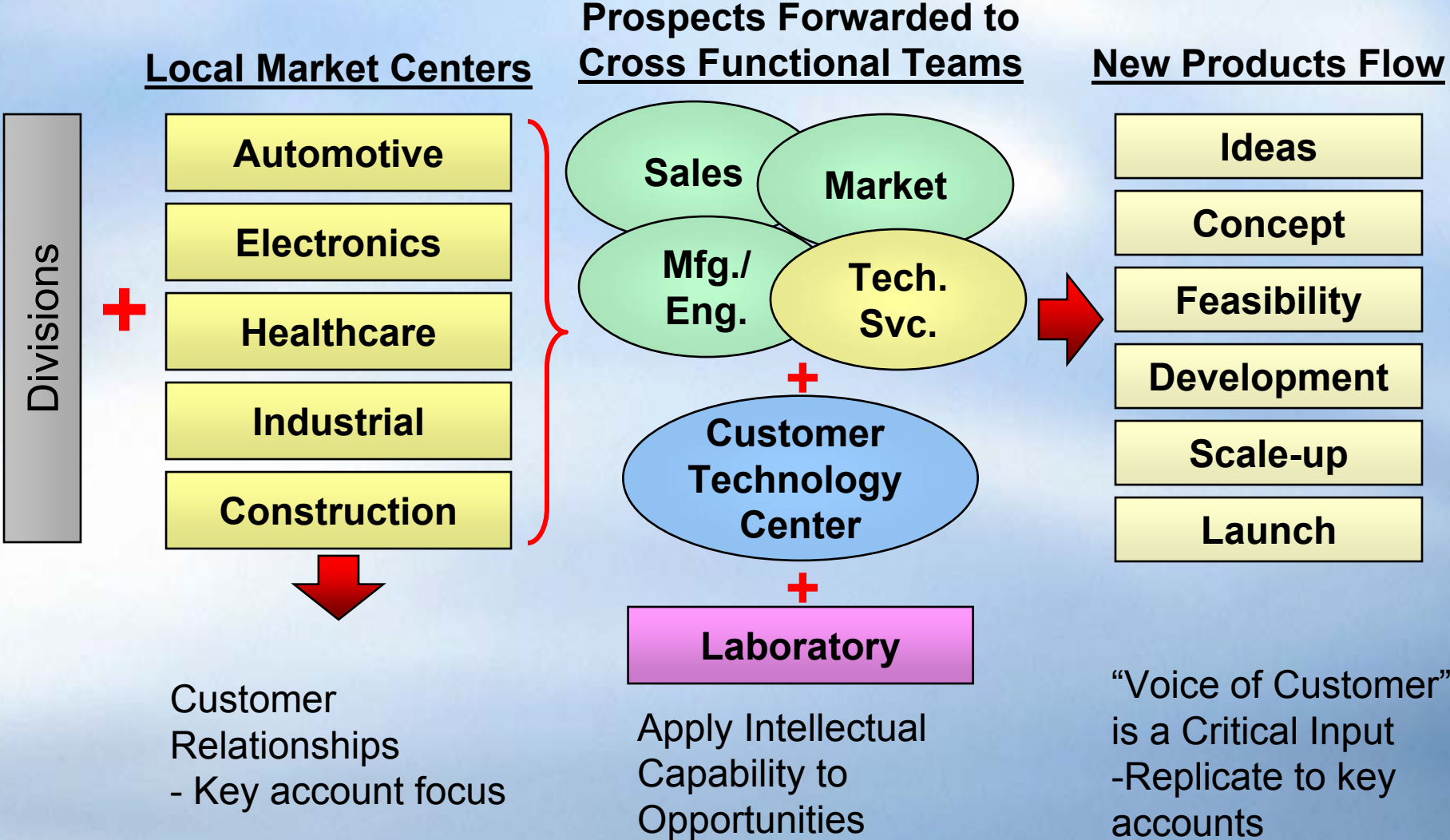
Local Ownership and Accountability

Importance of Geographies in Global Execution

- Provide knowledgeable, responsive and ethical representation where the customers are.
- Know the cultures and business practices. Speak the language.
- Understand the local competitive environment.
- Know the customers and needs/develop and sustain long-term key account relationships.
- Develop and implement local initiatives/applications to create local competitive advantage with products more appropriate to local market needs.

Local Knowledge is Key to Global Execution

Sumitomo 3M – Successful Growth Model



Automotive Industry: Global Program for Toyota

TOYOTA “Innovative International Multi-purpose Vehicle” (IMV)



Major Action / Strategy

Global model/program management

Fast, accurate and expert response to customer issues

Six Sigma with our customers

Borderless Customer Success

Consumer Electronics: Mobile Phone Solutions

Consumers Want...

Brighter Screens

Rim Tape

Brightness Enhancement Films

Thinner Phones

Flexible Circuits

Resin Encapsulated Flex Jumper

Good Cameras

Infrared Cut Filter

New Designs

Micro Coax Interconnect



***3M Portfolio and Organizational Alignment
Enable Customers to Meet Consumer Needs***

Consumer Electronics: Serving Global Markets and Customers



*Customers and End-consumers Linked Together
All Around the World*

Developing Markets

3M Sales in Developing Markets

'00-'05 CAGR 16.0%

China

India

Other APAC (ex Japan, ANZ)

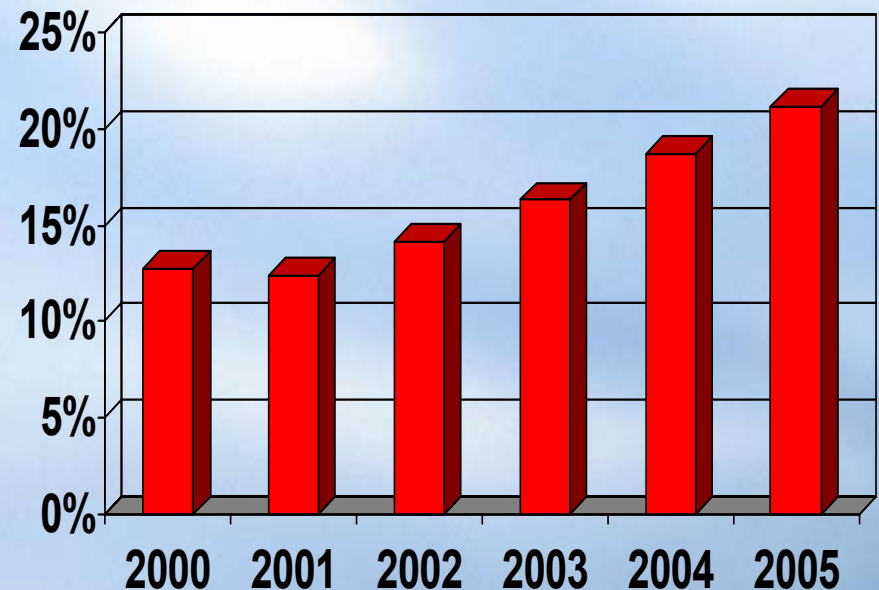
Russia

Other Eastern Europe

Brazil

Middle East/Africa

Developing Markets Sales (% of 3M)



International Penetration – An Efficient Path to Growth

3M Solutions for Developing Markets

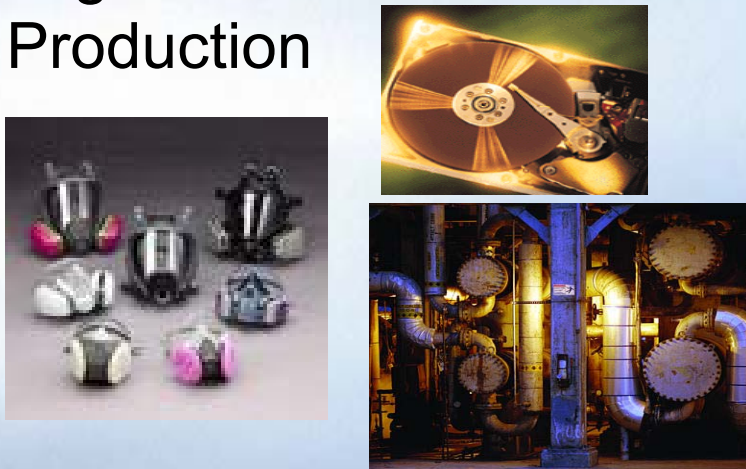
Emerging Middle Class



Infrastructure Spending



Migration of Industrial Production



Increased Spending On Healthcare



3M Business Portfolio Meets Developing Market Opportunities

BRICP

Brazil • Russia • India • China • Poland

3M Russia

Broad based Opportunity



- *Economy improving*
- *Strong 3M presence: Opening new customer technology center and manufacturing facility*
- *GROWTH through transnational and local accounts*



3M Poland – Gateway to Eastern Europe and Russia

- *Untapped domestic market*
- *Bridge between Central/East Europe and West Europe*
- *Manufacturing global products*
- *Investment in serving customers*



3M India

One of our largest market opportunities

- *Well positioned for growth*
- *R&D and local conversion in place*
- *Broad-based penetration opportunity*





- *Economy remains strong*
- *Broad geographic reach*
- *Executing well against plan*

3M International Summary

- International growth continues to expand – still huge penetration game!
- Developed countries will grow through improved prioritization and segmentation in all geographic areas
- Developing countries strengthening – BRICP is a significant driver in 3M growth
- Market Focus – Customer Success
- All about EXECUTION starting with the CUSTOMER!!!

Growth Possible in All “Corners” of the World!

3M