



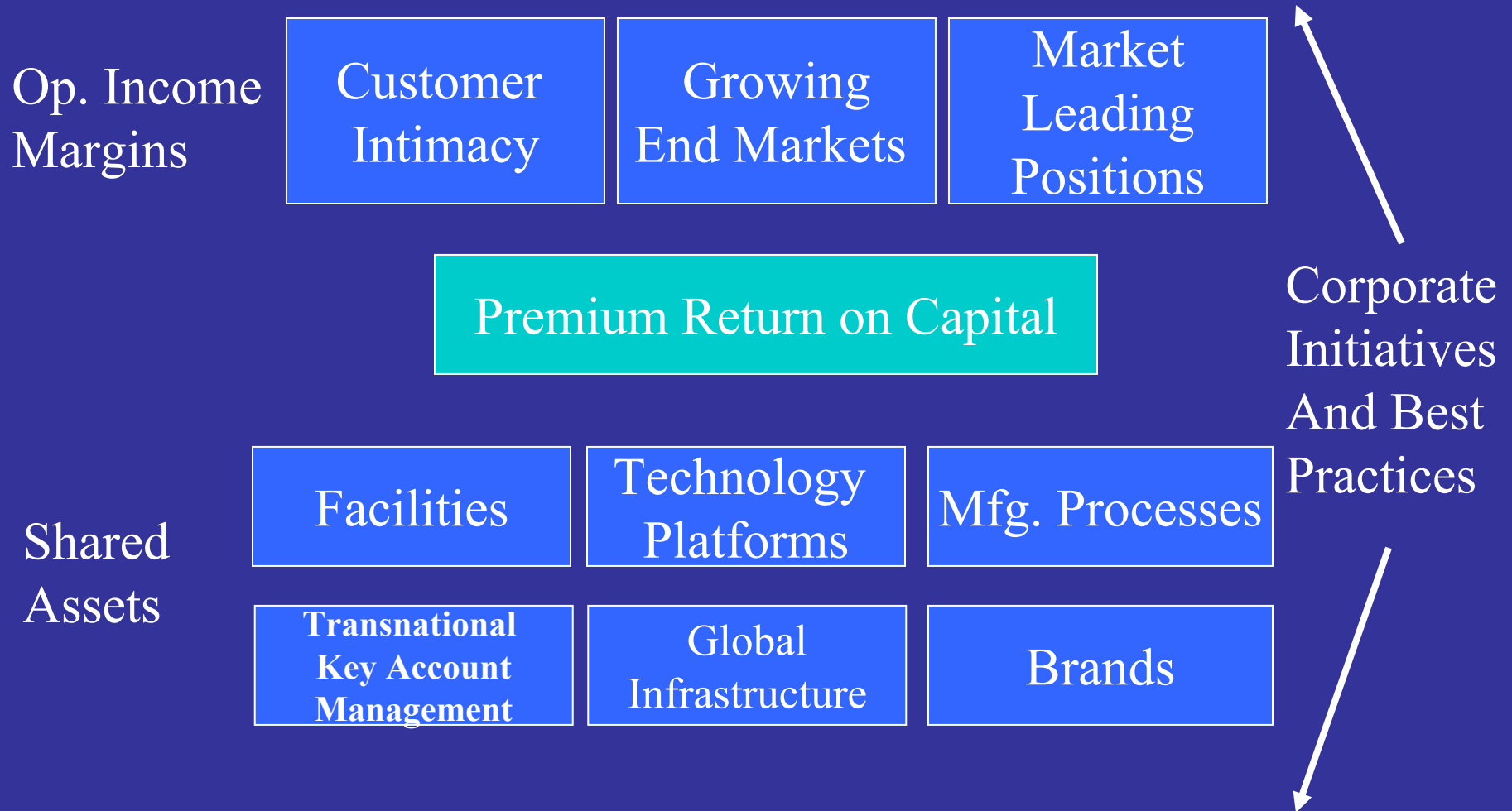
**Pat Campbell**  
*Chief Financial Officer*

September 2005

# Forward-Looking Statements:

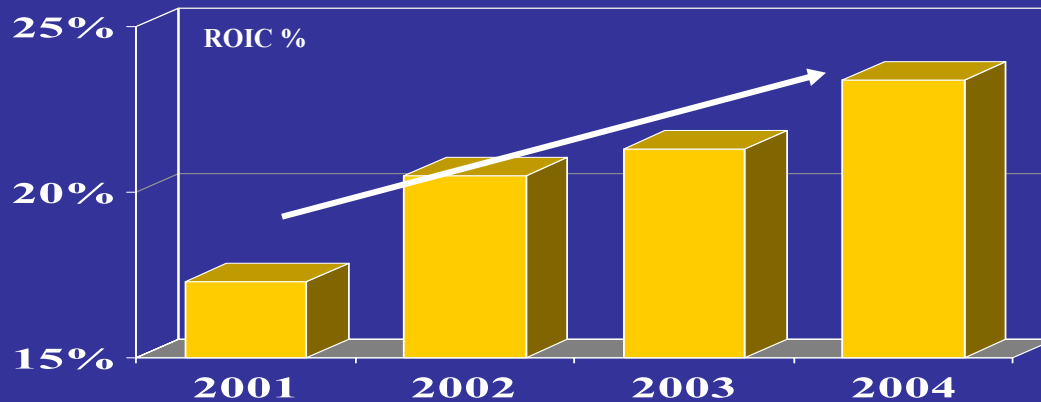
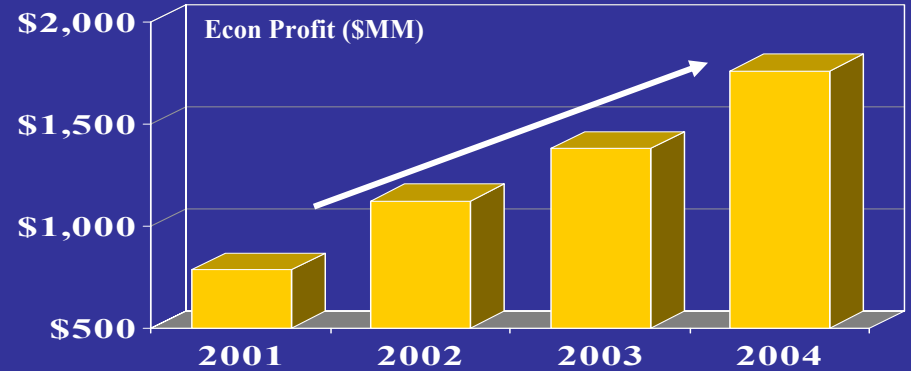
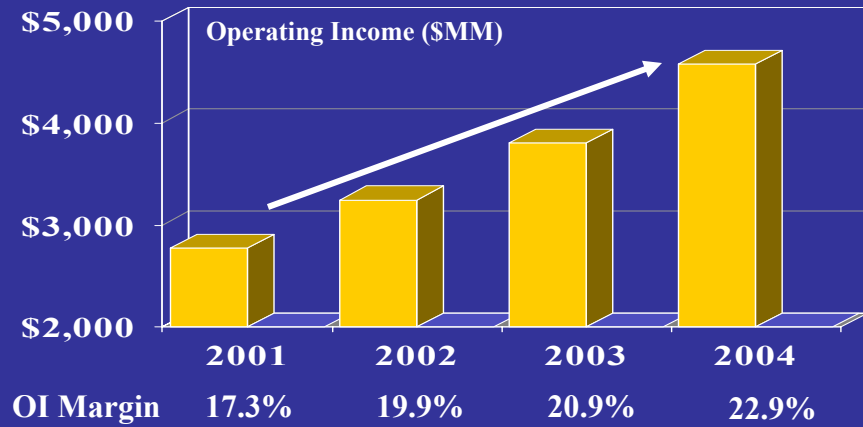
This presentation contains forward-looking information (within the meaning of the Private Securities Litigation Reform Act of 1995) about the company's financial results and estimates, business prospects, and products under development that involve substantial risks and uncertainties. You can identify 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 and materials, including oil-derived compounds; (6) 3M's ability to successfully integrate and obtain the anticipated synergies from acquisitions and strategic alliances; (7) generating less operating income from its corporate initiatives 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 its subsequent periodic reports on Form 10Q (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 Model Driving Unique Solutions Resulting in Superior Returns



***Growth & Productivity through Initiatives & Shared Infrastructure***

# Key Metrics: Economic Profit and ROIC



*Note: Figures Exclude Special Items*

***Superior Performance By Any Measure***

# 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

# Where New Growth Platforms Are Making A Difference

 - Indicated area of interest	Mkt. Size	Growth	IB	E&C	HC	TR	C&O	D&G	SSPS	OUS
Nanotechnology	\$20B	20%								
Sensors / Diagnostics / Indicators	\$46B	10%								
Track and Trace	\$6B	20%								
Separation / Filtration	\$20B+	10%								
Identification / Authentication	\$5-10B	12%								
Vehicle Management/ Intelligent Highways	N/A	N/A								
Solid State Lighting	\$12B	N/A								

*Growth Platforms Leveraged by Multiple Businesses*

# Technology Platforms ... Multiple Markets

## 3M Technology Platforms

**Adhesives**

**Abrasives**

**Ceramics**

**Electronic  
Packaging**

**Microreplication**

**Integr. Systems Design**

**Light Management**

**Specialty Materials**

**Nonwoven  
Materials**

**Polymer Melt  
Processing**

## Markets

*Architecture & Construction*

*Automotive, Marine & Aerospace*

*Electronics Manufacturing*

*Graphic Arts*

*Health Care*

*Home & Leisure*

*Manufacturing & Industry*

*Office*

*Safety: Transportation & Personal*

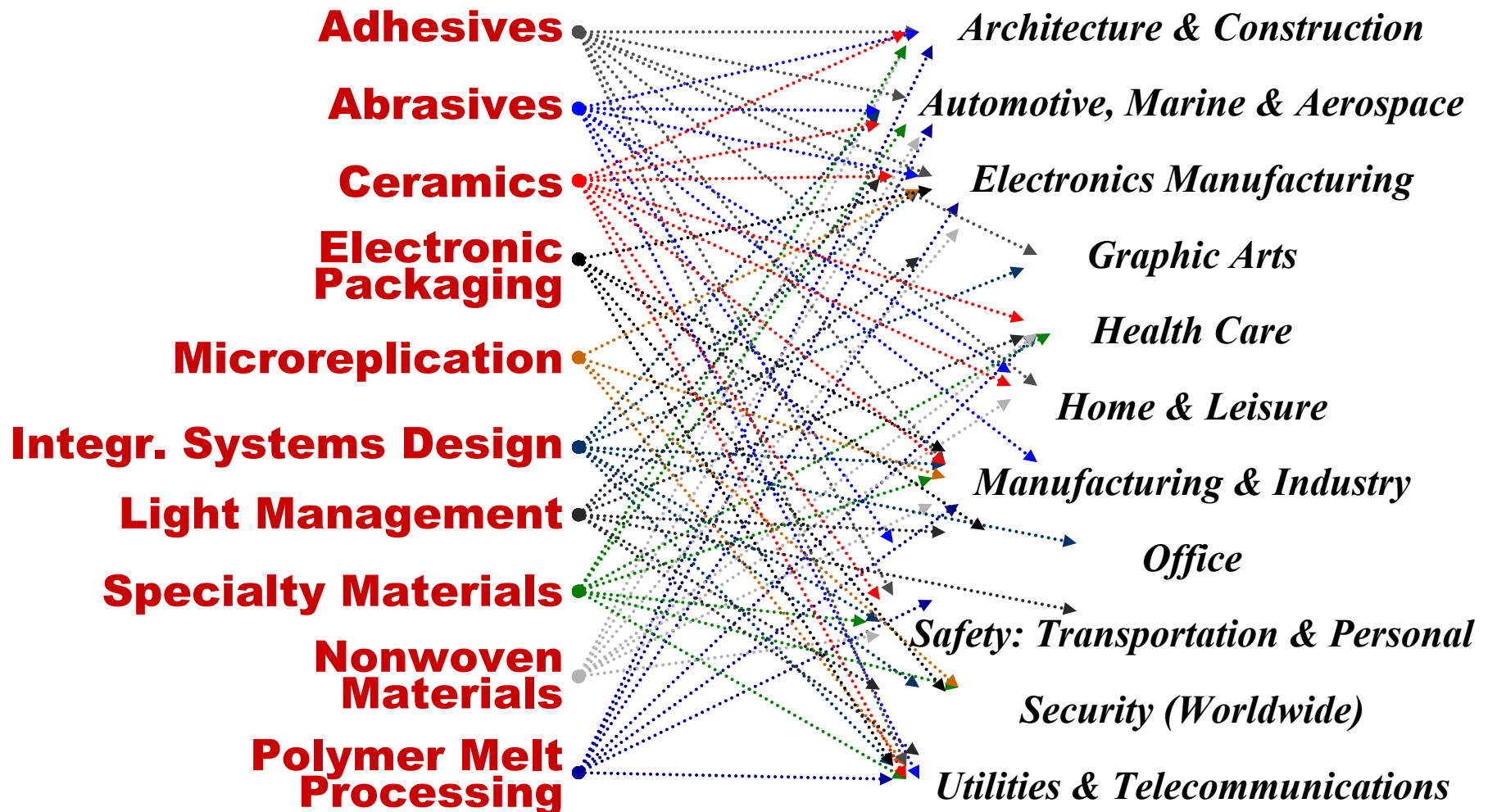
*Security (Worldwide)*

*Utilities & Telecommunications*

# Technology Platforms ... Multiple Markets

## 3M Technology Platforms

## Markets





# One Product ... Multiple Technologies



## 3M Vikuiti Multilayer Optical Film



**Light  
Management**

**Films**

**Polymer Melt  
Processing**

**Predictive  
Engineering  
and Modeling**

**Specialty  
Materials**

**Display  
Materials**

**Micro-  
replication**

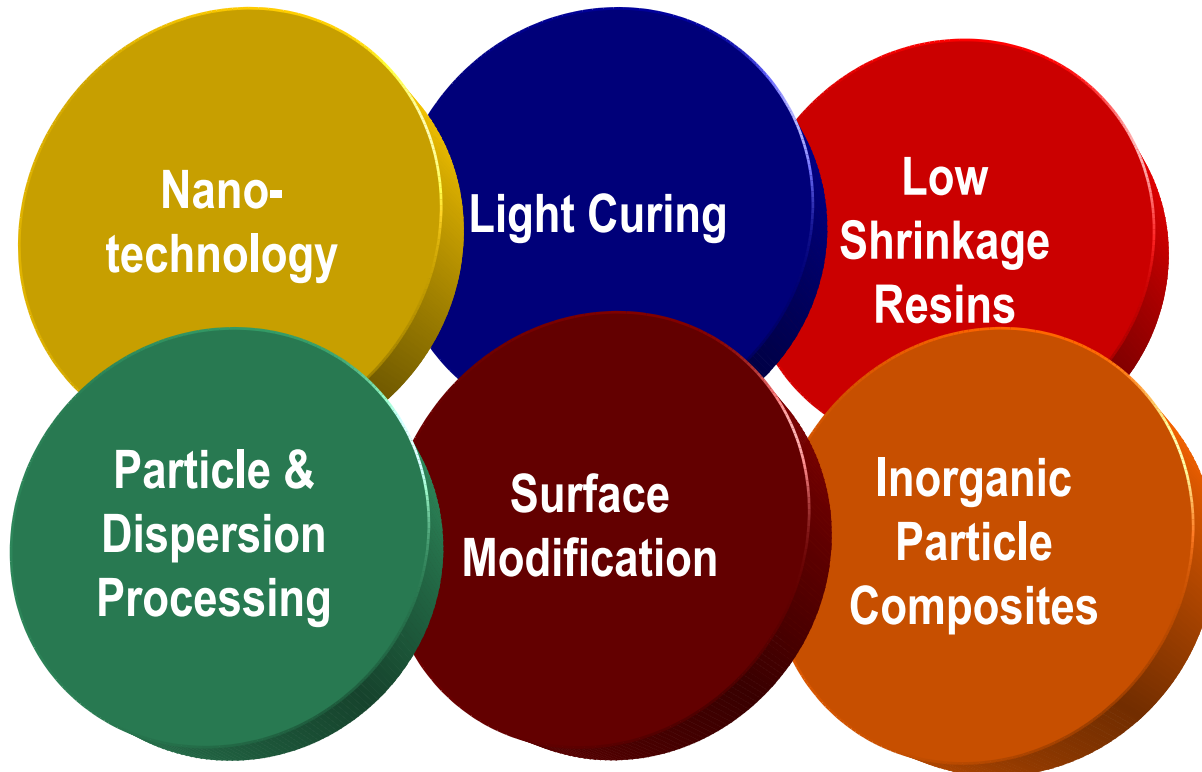
**Adhesives**

**Particle &  
Dispersion  
Processing**

# One Product ... Multiple Technologies



**3M™ ESPE™ Filtek™**  
**Supreme**  
**Universal Dental Restorative**



# 3M Manufacturing Plant

**Multiple Technology Platforms**

**Automated  
Assembly**

**Optical  
Film  
Coating**

**Films**

**Adhesives**

**Precision  
Coating**

**Multiple Product Families / Markets**

**Aerospace**

**Electronics**

**Industrial**

**Healthcare**

**Consumer**

***Shared Core Technology / Process Infrastructure***



# Strong Brands and Market Positions

## Consumer and Office



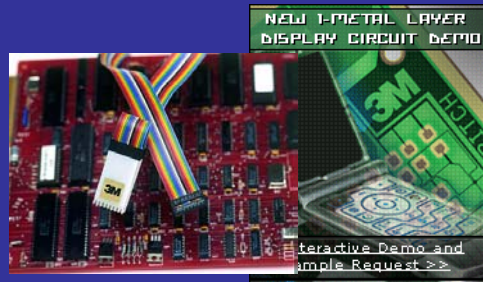
## Transportation



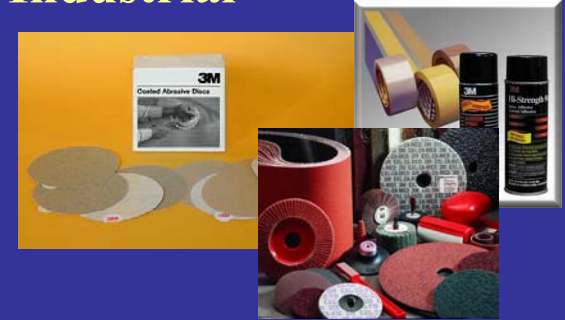
## Healthcare



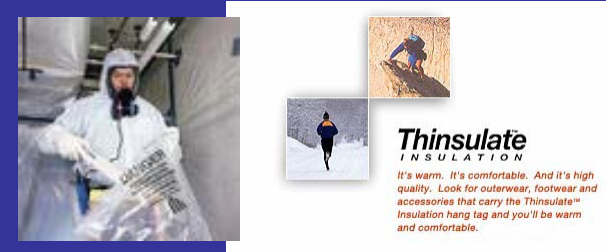
## Electro and Telecommunications



## Industrial



## Safety and Security



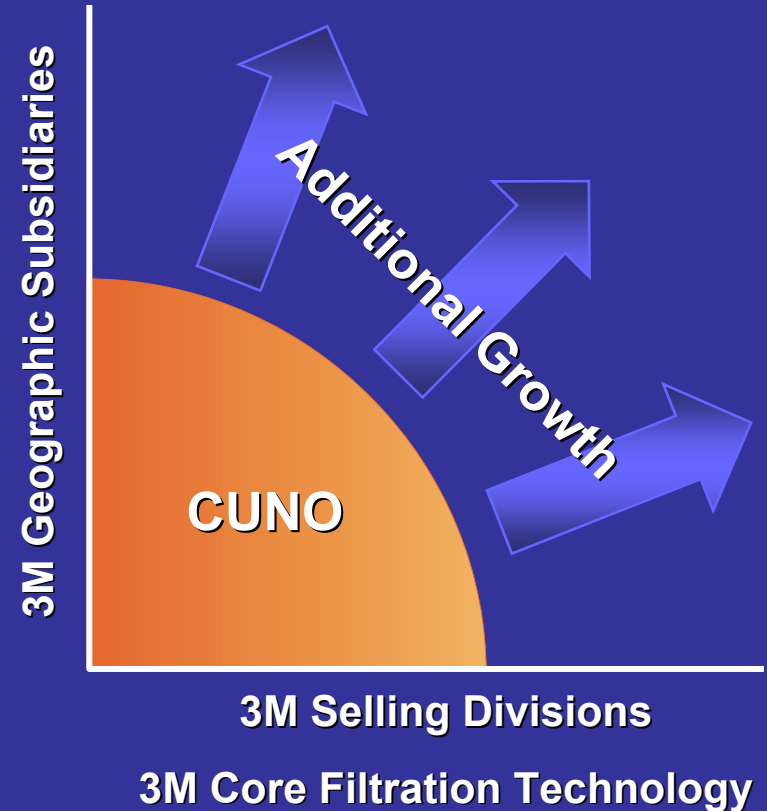
## Display and Graphics



*Brand Equity and Investment Shared Among Businesses*

# Cuno - A New 3M Business Platform

- ◆ Strong positions in liquid filtration industry segments
- ◆ 10 year top-line CAGR of approximately 10%
- ◆ CUNO will benefit from additional channels to market
- ◆ Touches 6 of 7 Big B's
- ◆ Solid growth aftermarket business ~70%
- ◆ 3M will provide proven Six Sigma, sourcing, and e-productivity initiatives

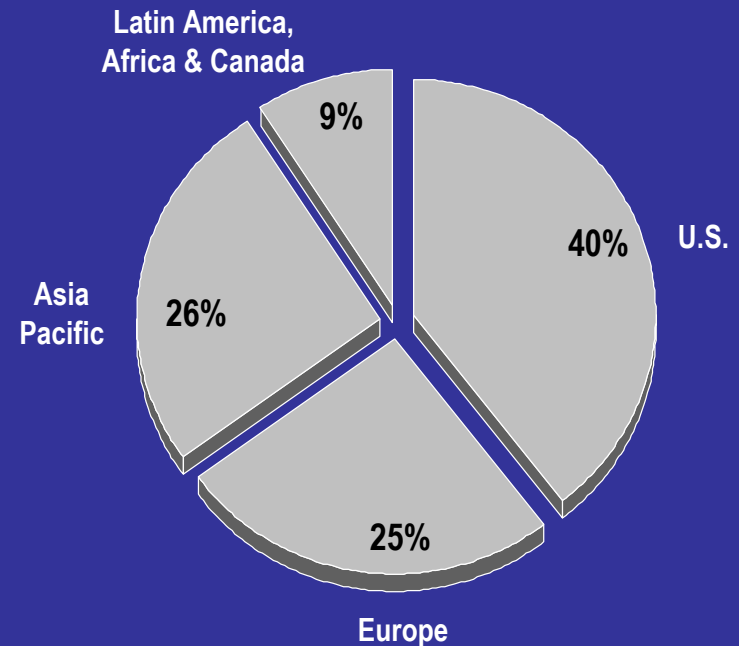


*A New Platform to Leverage 3M's Proven Model*

# Diverse Geographic Presence

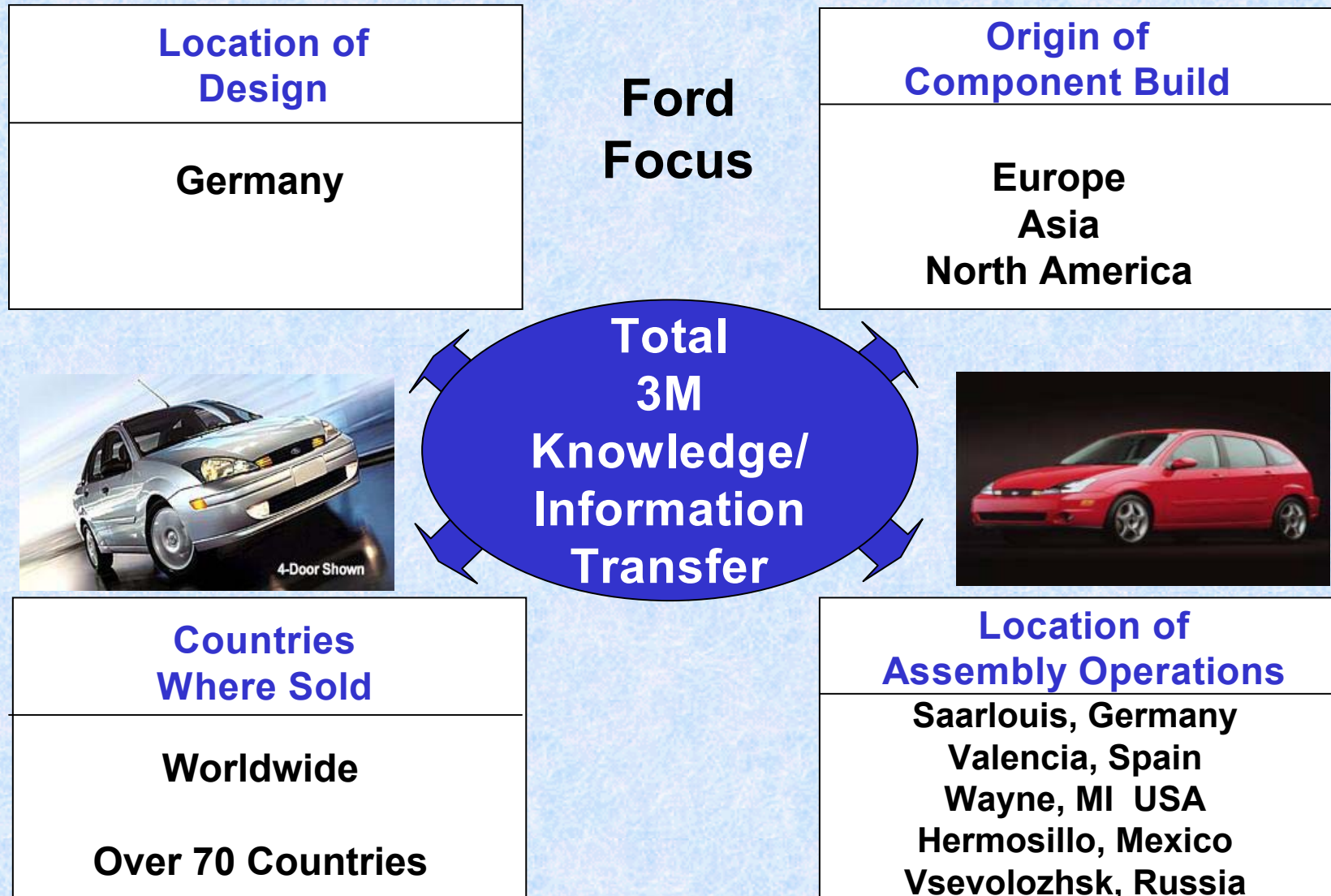
- Strong Global Presence
- 60% + of sales OUS
- Fully Integrated Subs
- Disciplined Approach to Integration
- Entry into Emerging Markets

2004 Sales By Geography



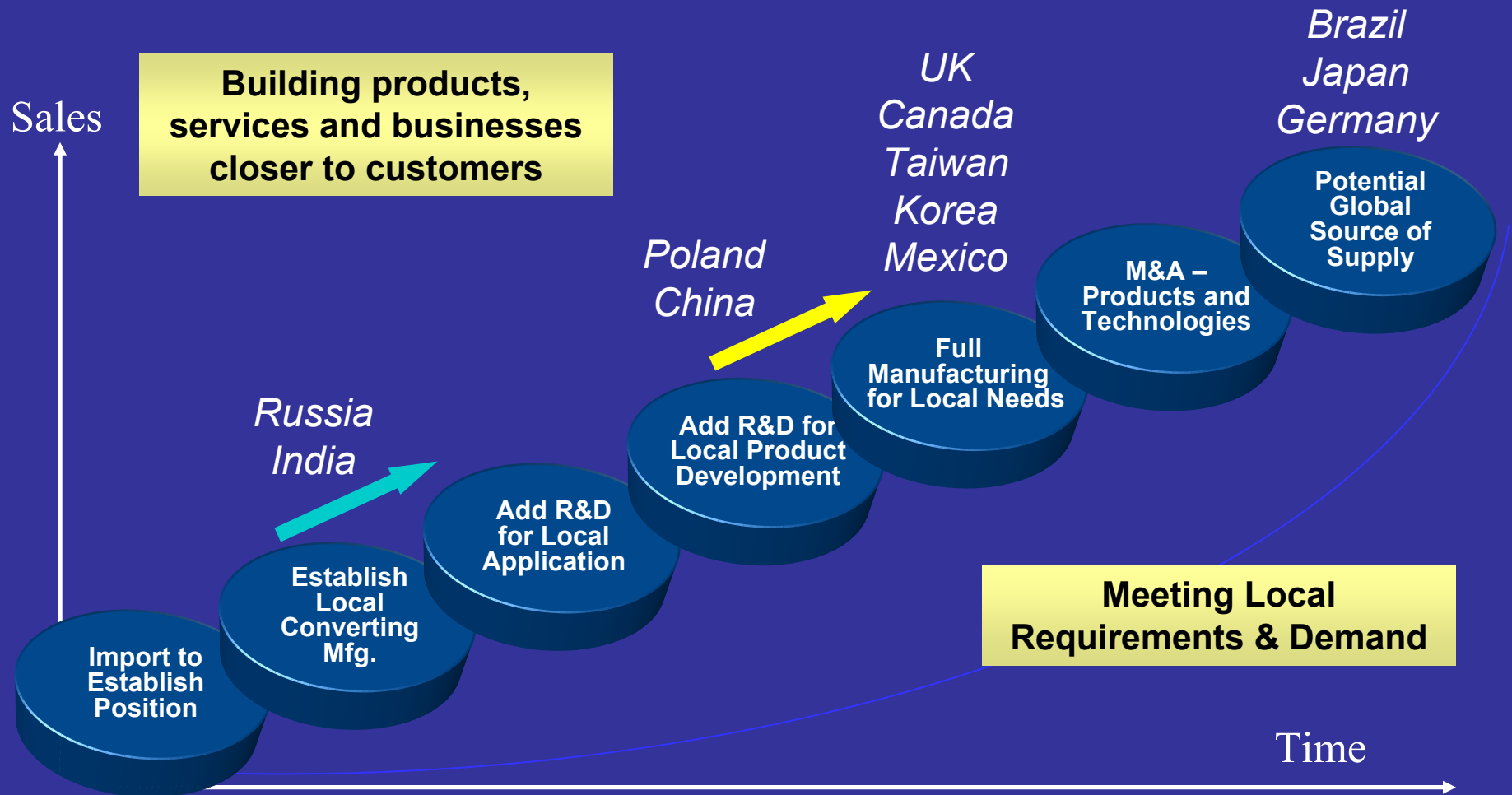
*International Penetration – An Efficient Path to Growth*

# Automotive Industry Supply Chain



*Unique Global Organizational Capability*

# The Path to Local Market Penetration



***Local Ownership & Accountability – Global Product Resources***



# Macro Trends in Emerging Markets

## Emerging Middle Class



## Infrastructure Spending



## Migration of Industrial Production

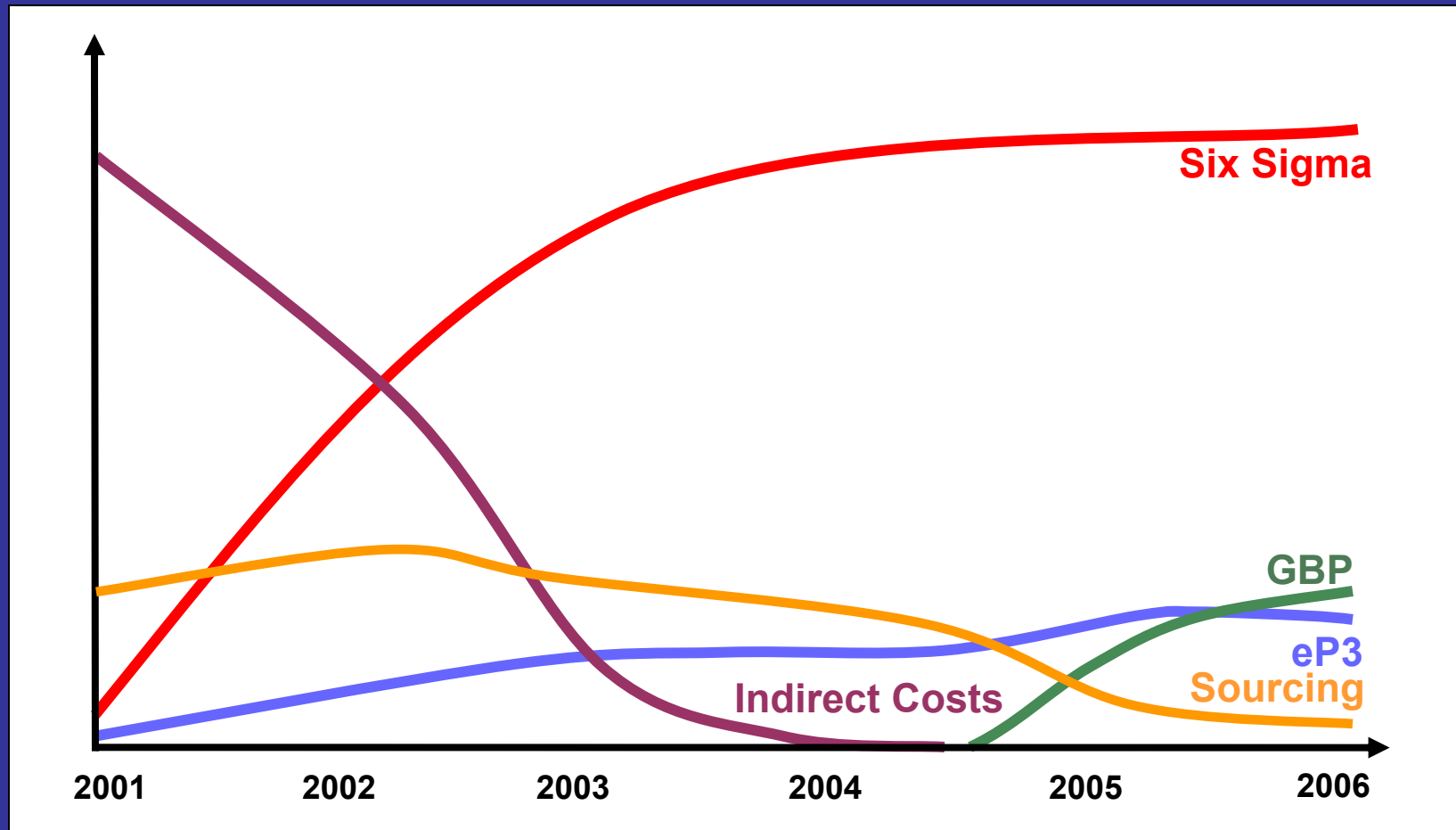


## Increased Spending On Healthcare



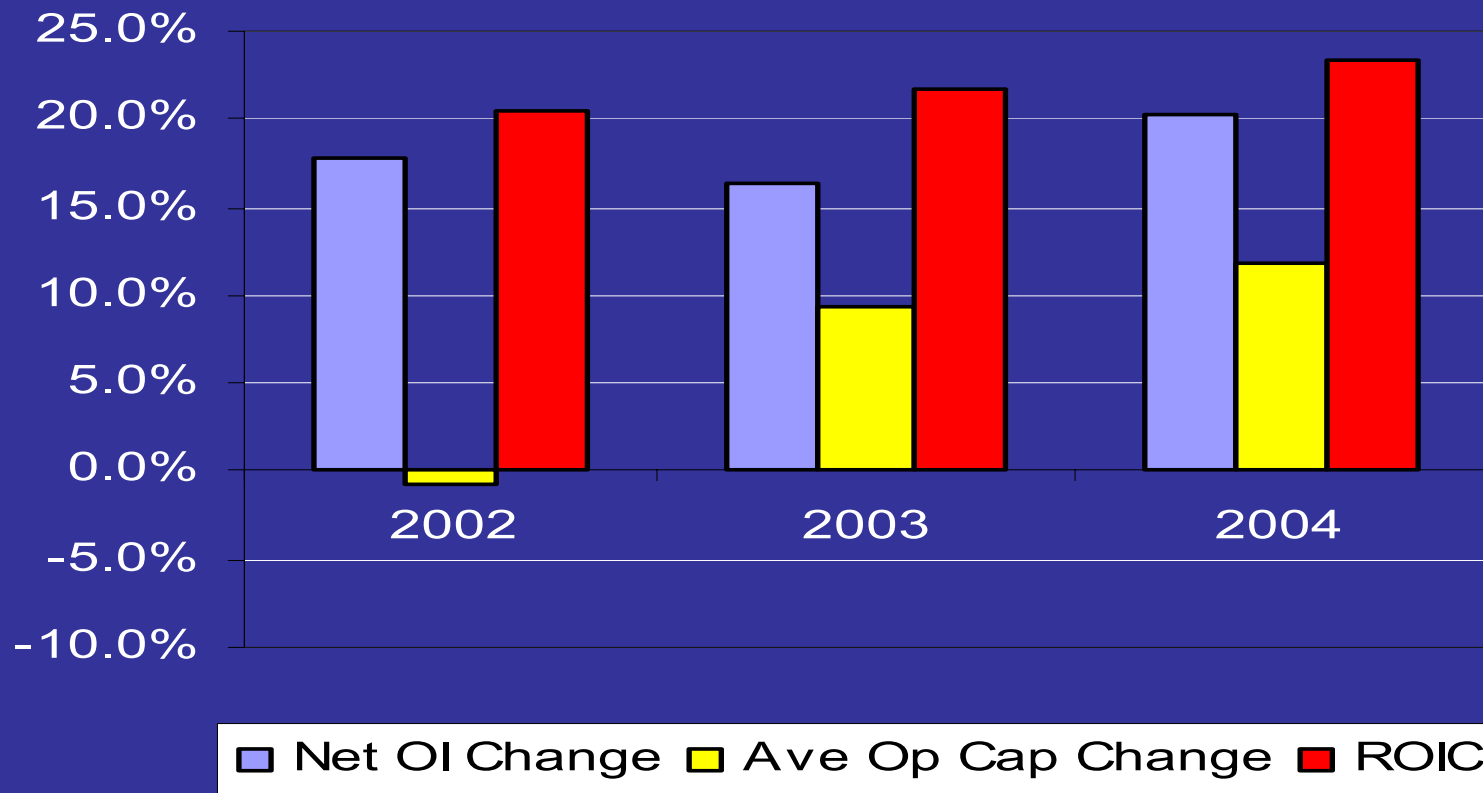
**3M Business Portfolio Complements Emerging Market Trends**

# Operational Efficiency From Initiatives



***Combined Initiatives Contribute > \$400MM in 2005-06***

# Driving ROIC by Leveraging Capital Discipline & Operating Income Growth



*A Solid Track Record of Growth*

# 3M Model Driving Premium ROIC

- Economic profit drives all decisions
- Market focused
- High value, unique customer solutions
- Shared global infrastructure
- Powerful brands
- Common global processes drive productivity

***Entire 3M Model Drives High Sustainable Returns***