

Investors Conference March 17, 2011

Occupational Health & Environmental Safety Division

Julie Bushman, Vice President and General Manager



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3M Occupational Health & Environmental Services Division

The Division at a Glance



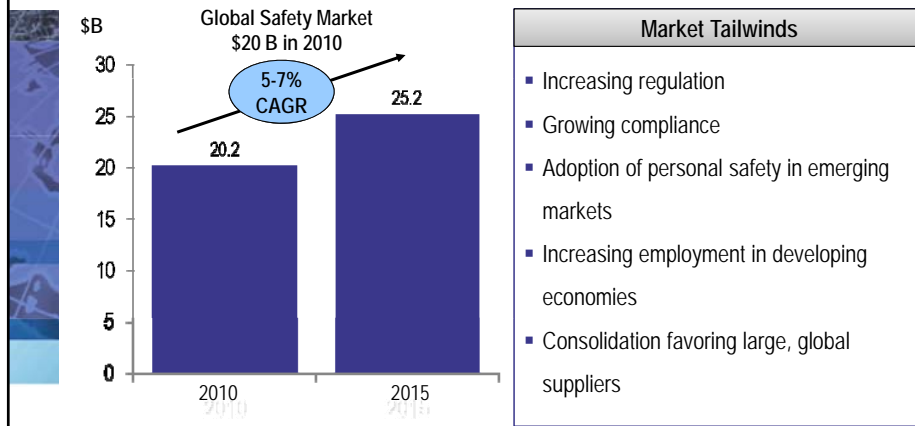
3M is the Leading Brand in Personal Protective Equipment and Safety



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The Safety Market is Big, Growing and Attractive



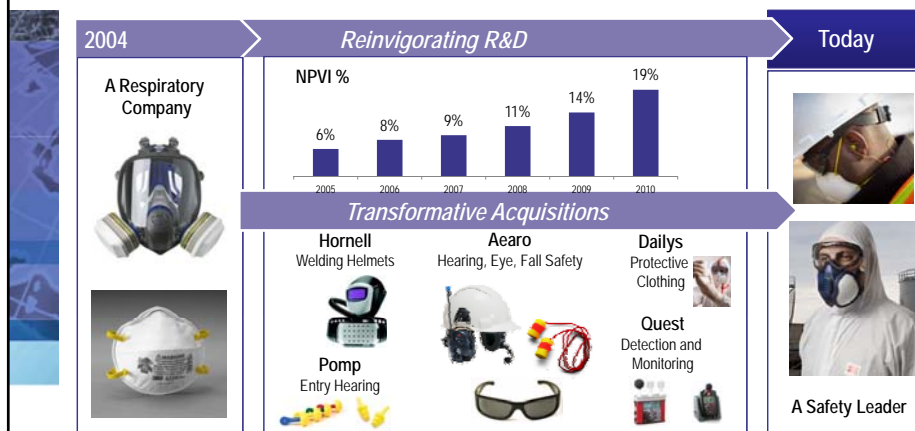
3M is Growing and Taking Share in this Attractive Market Space



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3M's Journey to Better Serve Our Customers



We are 3M's Second Largest Division with a Broad and Deep Portfolio



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We Now Benefit from a Full Portfolio

Invigorated Culture

- Invigorated culture and entrepreneurial spirit
- High growth business that attracts highly talented people
- Increased momentum in R&D community

Synergies

- Sales improvement as a result of full portfolio
- Consolidation with economies of scale
- Global leverage across geographies and portfolios

Stronger Customer Relationships

- Greater importance with end-users
- Increased relevance with distributors
- Support of 68 global subsidiaries with consistent capabilities

Portfolio Transformation has Enhanced and Strengthened Our Position



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Operational Excellence Across the Portfolio

Revenue



Key Elements

- Customer Mapping
- Pricing Excellence

Cost



- Factory Performance
- Sourcing and Supply Chain

Cash



- Working Capital Management

Alignment



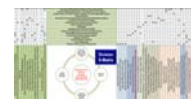
- Linking Strategy to Action
- Communication Clarity

Enablers

Lean Six Sigma

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Hoshin Kanri



Driving Growth and Profitability

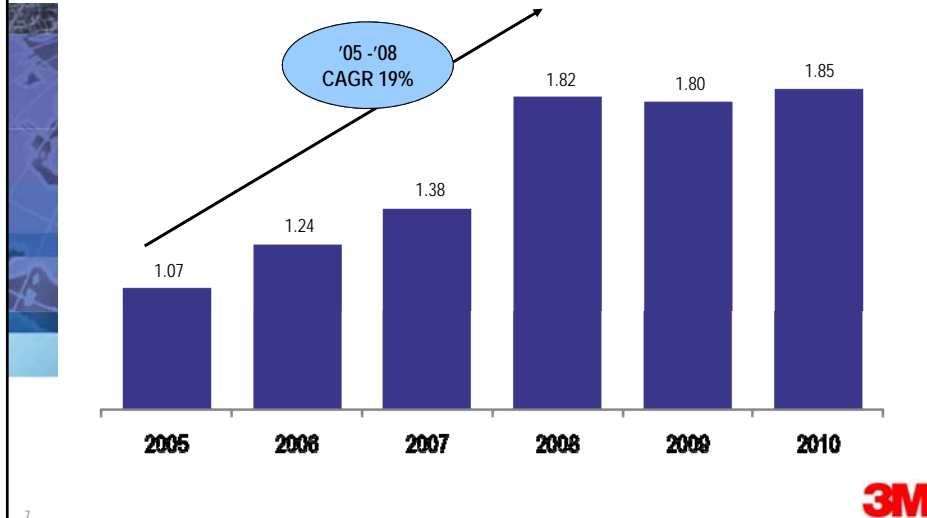


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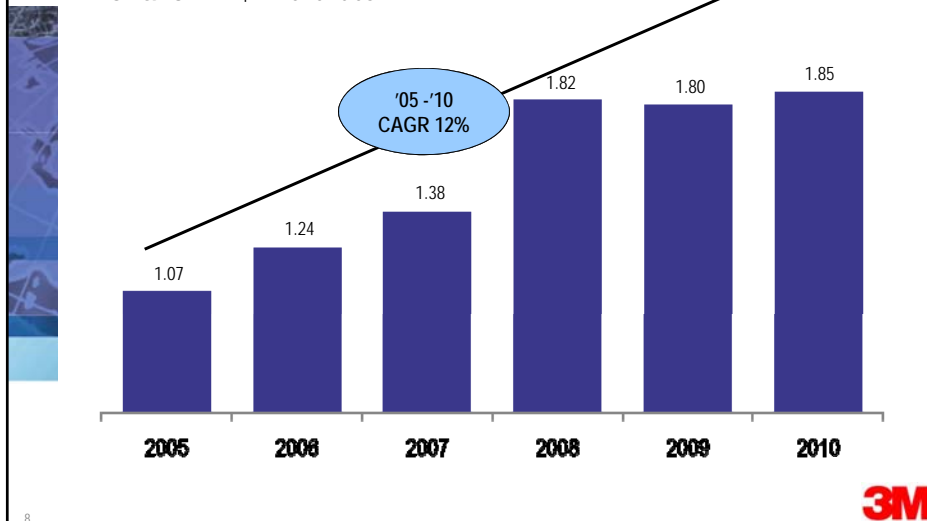
Our Financial Performance is Encouraging

OH&ES WW \$B Revenues



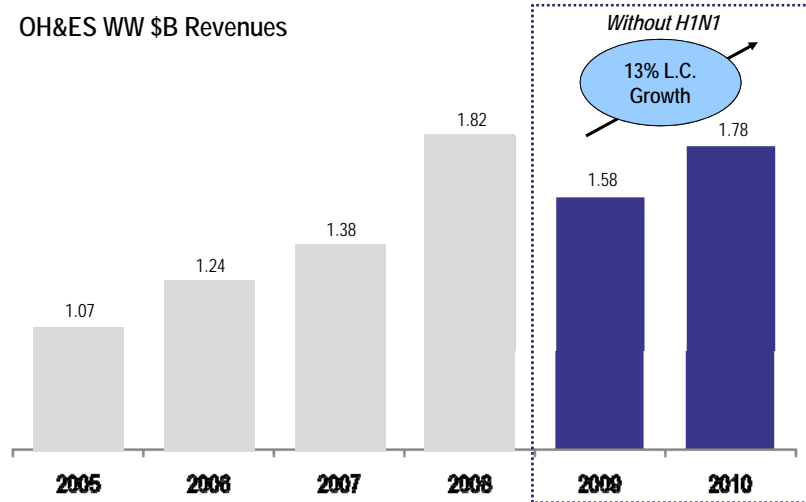
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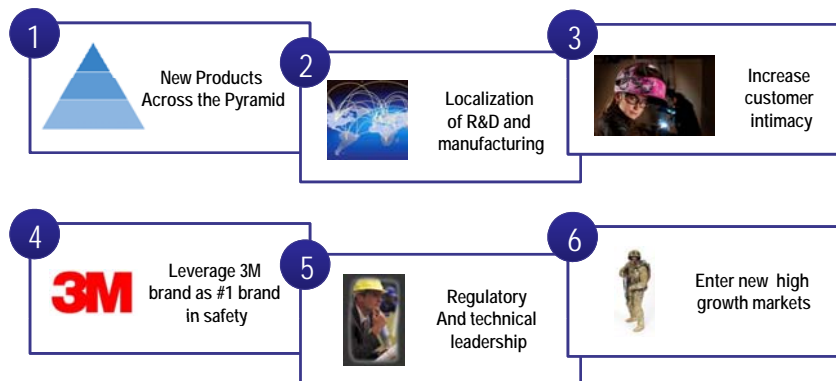


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Investments Strengthening Our Leadership Position



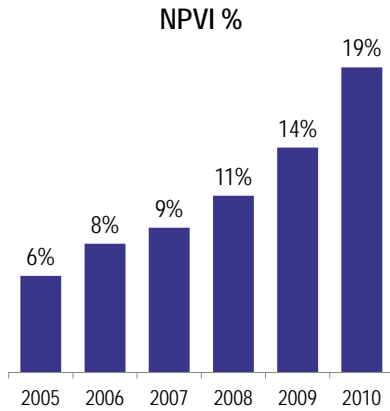
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These Initiatives will Enhance Our Position Going Forward



1. Reinvigorated R&D Engine:



Over 3 yrs from 2008 to 2010:

- 790 patents granted in 32 countries
- 289 Records of Invention submitted
 - 59% outside US
- 232 new products and product platforms introduced globally
 - 51% developed and led locally outside US
- 13% increase in R&D spend
 - 0.5% increase in % to Sales
- 36% increase in global R&D/Tech Service headcount

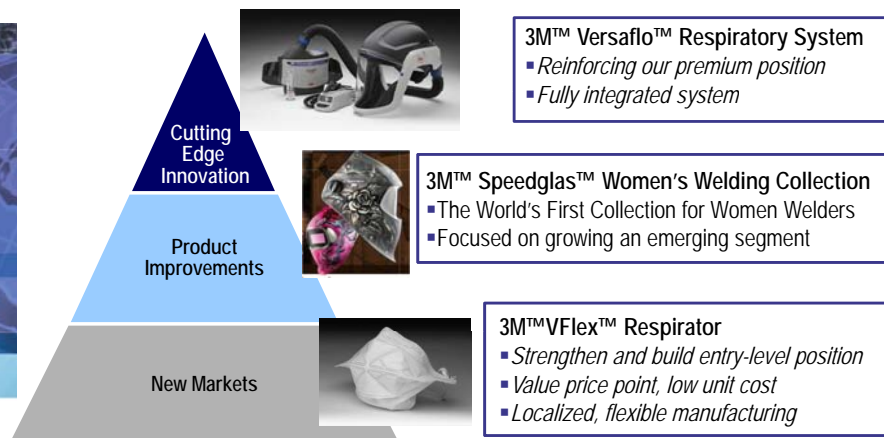
Growing NPVI from 6% to 19% in 5 Years



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1. New Products Across the Pyramid



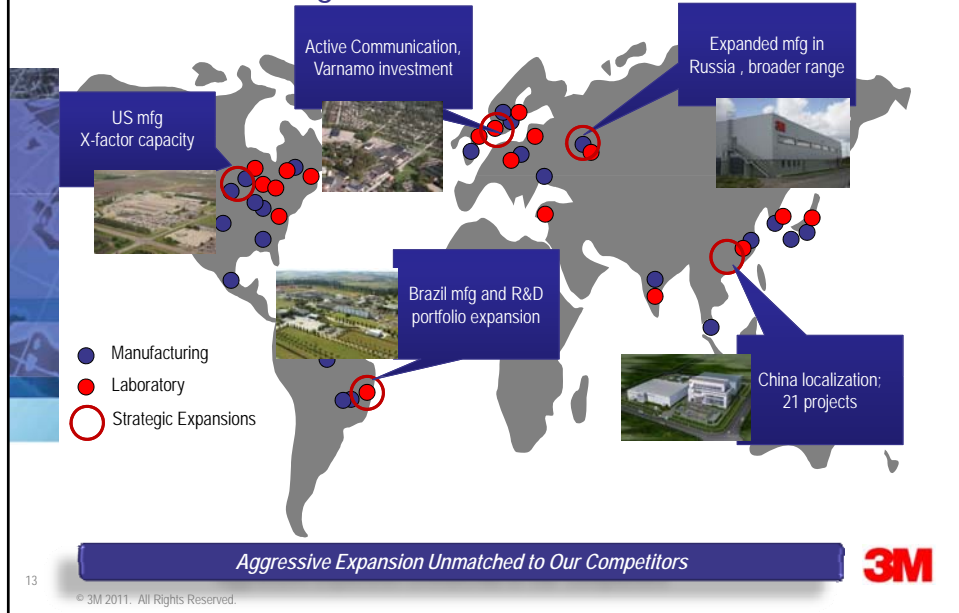
Winning Through Innovation in All Product Segments



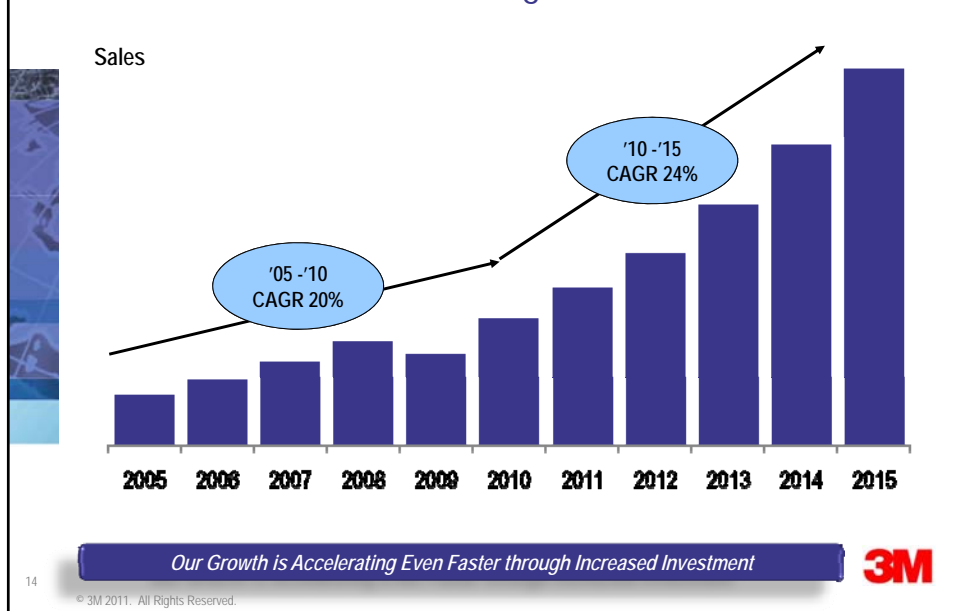
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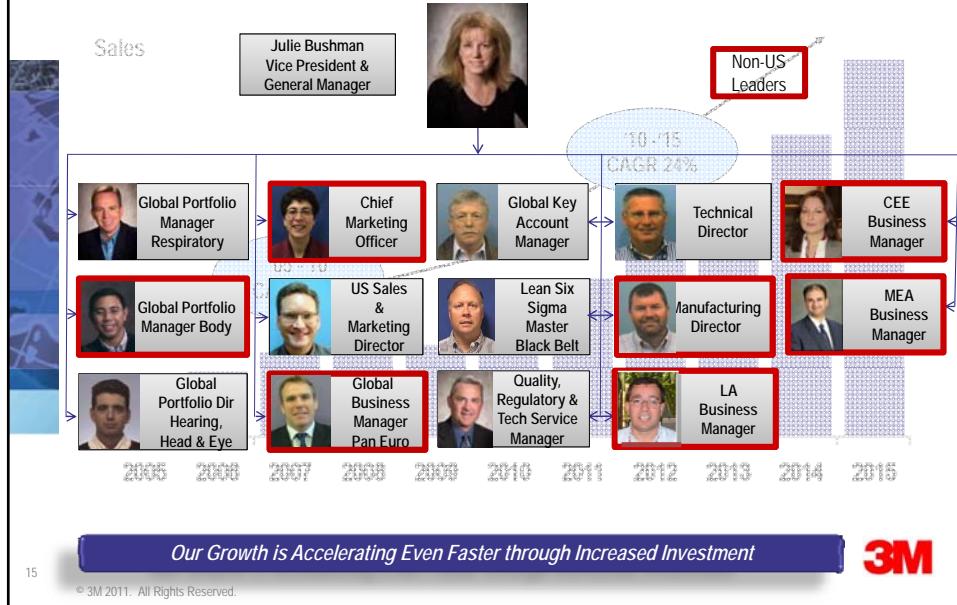
2. Localized Mfg & R&D is a "Must Have" to Win



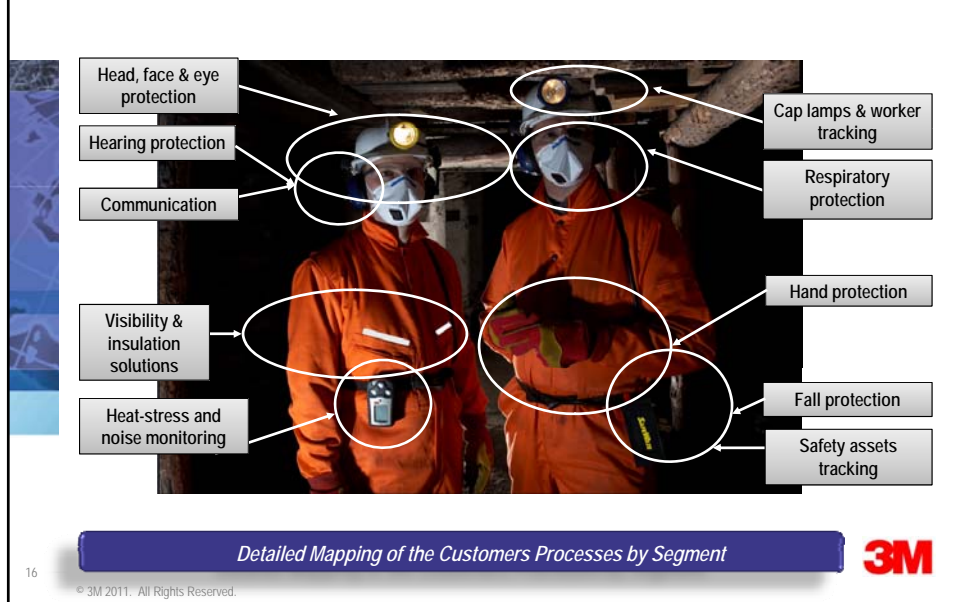
2. Localization is Accelerating BRIC Growth



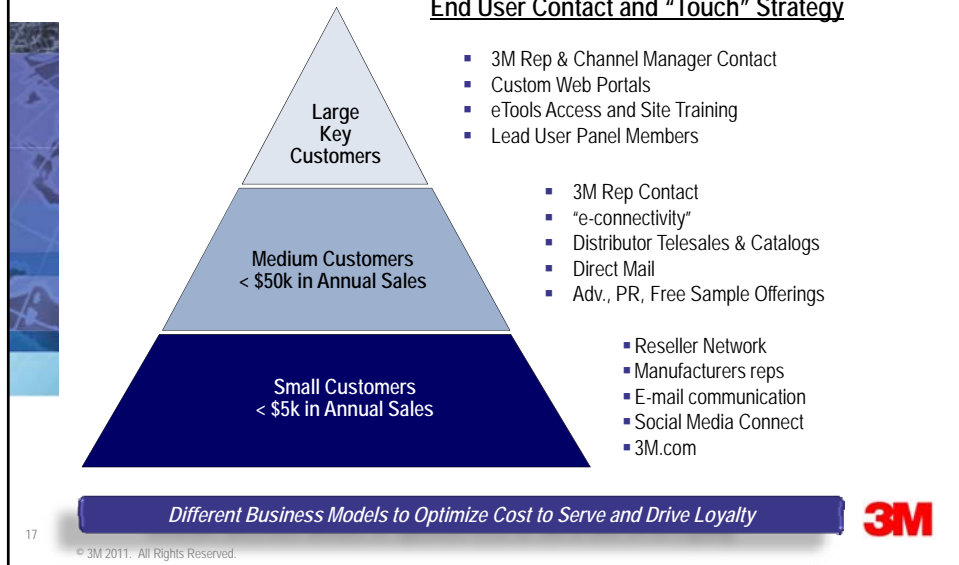
2. A Global Team to Understand Local Requirements



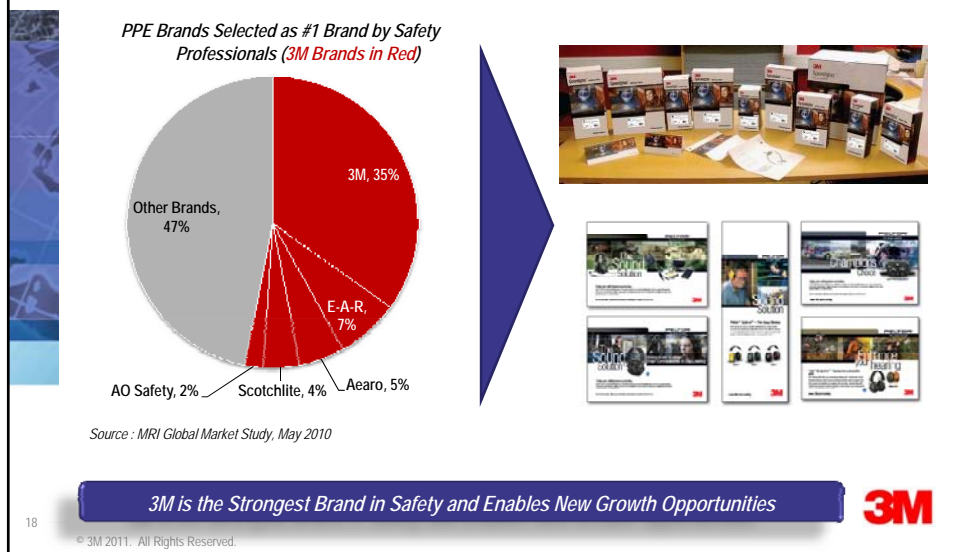
3. Customer Intimacy Drives our Innovation



3. Specific Customer Needs Across the Pyramid



4. We Continue to Strengthen the 3M Brand for Safety



5. Regulatory and Technical Leadership Drive Markets



We are Highly Engaged Globally in Standards Evolution



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5. Regulatory and Technical Leadership Drive Markets



Over 150 safety and health professionals drive science, education and training with 3M safety products

- *Lead response to standards on respirators, hearing and eye protection*
- *Global ISO PPE leadership*
- *Professional Safety Seminars for end users*
- *Distributor safety training*

We are Highly Engaged Globally in Standards Evolution



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5. Regulatory and Technical Leadership Drive Markets

USA: Regulatory Leadership

- Built coalition for worker visibility on federal highways

Brazil: End-User Training

- Train 79,000 users per year
- Safety awareness campaigns

Russia: Hearing Protection Awareness

- Engage trade unions, state organizations

China: Raising the Bar on PPE Performance

- Vice-leadership on safety eyewear
- Assist China CDC in respirator use

India: Safety Market Expansion

- Assist Ministry of Labor in PPE Awareness
- Over 1000 training programs for professionals

We are Highly Engaged Globally in Standards Evolution

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6. We Are Entering New High Growth Markets

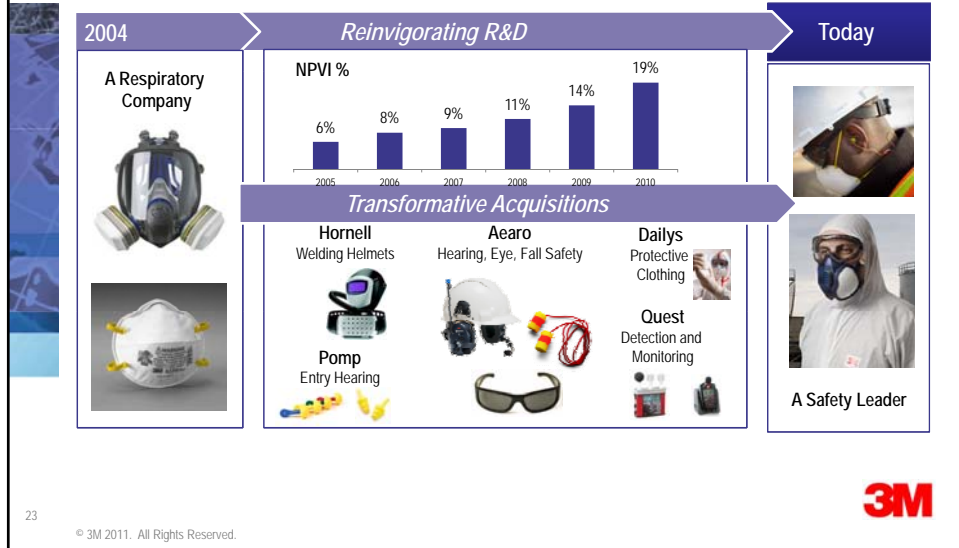
Military	Smart Safety	Services
<p>PPE</p> <p>Headsets</p> <p>Gas Mask Canisters</p> <p>Military Combat Eye Protection</p>	<p>Communication between PPE & Software</p> <p>Tracking Compliance & Productivity</p> <p>Asset Tracking</p>	<p>Training</p> <p>Software</p> <p>Consulting</p> <p>Risk Assessments</p>
<p>Total Global Market Opportunity of \$6B</p>		
<p><i>Leveraging Our Broad Technical Portfolio to Win in Growth Markets</i></p>		

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We See A Bright Future for OH&ES Division



We See A Bright Future for OH&ES Division

