

3M Company

Patrick D. Campbell, Sr. Vice President and CFO



*Investors Conference
March 17, 2011*



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Welcome To The 3M Innovation Center



- Opened September 2006
- 156,000 visitors
- 6,600 events
- 4,000 customer visits

- 20% of visits from customers outside the U.S.
- Supports worldwide network of 30 customer technical centers in dozens of other countries



3M Technologies Solving Customer Problems



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Forward Looking Statement

These presentations contain forward-looking information about 3M's financial results and estimates and business prospects 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," "will," "target," "forecast" and other words and terms of similar meaning in connection with any discussion of future operating or financial performance or business plans or prospects. Among the factors that could cause actual results to differ materially are the following: (1) worldwide economic and capital markets conditions and other factors beyond the Company's control, including natural and other disasters affecting the operations of the Company or its customers; (2) the Company's credit ratings and its cost of capital; (3) competitive conditions and customer preferences; (4) foreign currency exchange rates and fluctuations in those rates; (5) the timing and acceptance of new product offerings; (6) 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); (7) 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; (8) generating fewer productivity improvements than estimated; and (9) legal proceedings, including significant developments that could occur in the legal and regulatory proceedings described in the company's Annual Report on Form 10-K for the year ended December 31, 2010. Changes in such assumptions or factors could produce significantly different results. A further description of these factors is located in the Annual Report under "Cautionary Note Concerning Factors That May Affect Future Results" and "Risk Factors" in Part I, Items 1 and 1A, respectively.

The information contained in these presentations is as of the date indicated. The company assumes no obligation to update any forward-looking statements contained in these presentations as a result of new information or future events or developments.



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First Quarter Update

- Through February, the company is right on plan
- The same is true by business, with no significant outliers
- Asia Pacific and Latin America continue to drive double-digit sales growth
- Too early to determine Japan impact
- Will update on April earnings call



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3M Japan Overview

- A joint venture, ~75% owned by 3M
- 2,700 employees
- 9% of consolidated sales
- Largest businesses are industrial and consumer electronics-related
- 5 manufacturing sites plus many supplier sites (purchased finished goods, converting, etc.)
- Headquartered in Tokyo

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What We Know At This Point

- Situation is fluid, too early to assess complete business impact
- All employees are safe
- Factories intact with only minor damage; IT systems intact
- Like other similar companies, 3M wrestling with logistics: roads, fuel, utilities
- Mapping global supply chain resources to best meet local customer demand
- We are insured for business interruption and physical facilities; currently assessing extent of coverage
- Well-positioned as recovery progresses; 3M makes many products useful in recovery and rebuilding
 - For example, ramping up global production of safety-related products

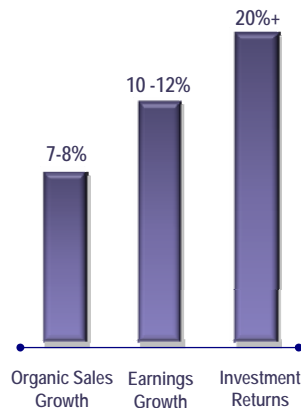
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Executing Our Plan to Enhance Shareholder Value

Long-Term Strategy



- Growth strategy is working
 - Investing in R&D, growth cap-ex, supply chain, new markets/adjacencies to accelerate sustainable, profitable growth
- Business model provides unlimited leverage opportunities
 - Operational excellence drives premium margins, ROIC and double-digit earnings growth
- Growing free cash flow capability and strong balance sheet
 - Provides flexibility to fund organic growth programs as well as execute strategic acquisitions
- Providing an attractive return to shareholders
 - Long history of paying competitive dividend; increased 53 consecutive years
 - Capital structure and free cash flow capability provide opportunity to aggressively repurchase shares

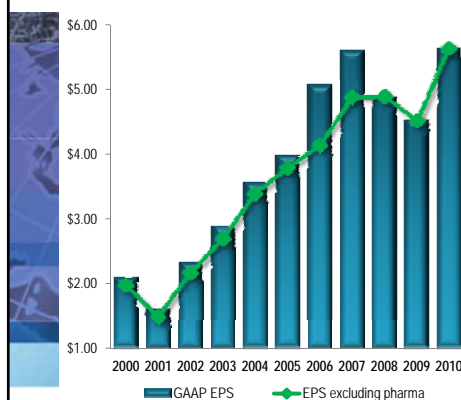
Our Key Strategies are Working



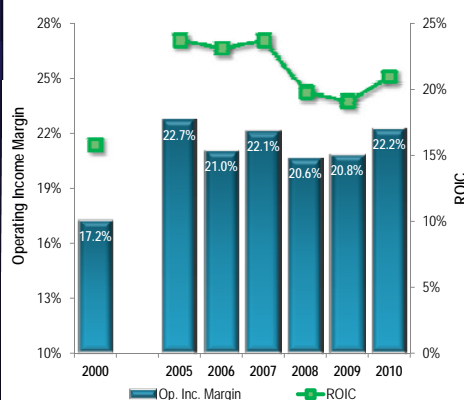
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We Have Delivered > 10% EPS Growth While Maintaining Industry-Leading Operating Margins & ROIC



GAAP EPS has Grown 10.4% CAGR Over Last Decade, or Up 11% Excluding Divested Pharma Business



We Drive Operational and Capital Discipline to Fund Growth

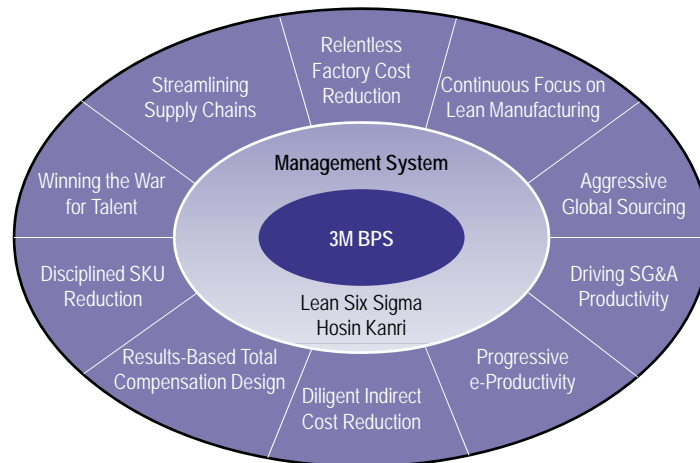
* All amounts exclude specialty pharma business, which was divested in 2006/2007. Refer to appendix for non-GAAP financial measures discussion.



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3M's Business Performance System – Securing Our Profitability



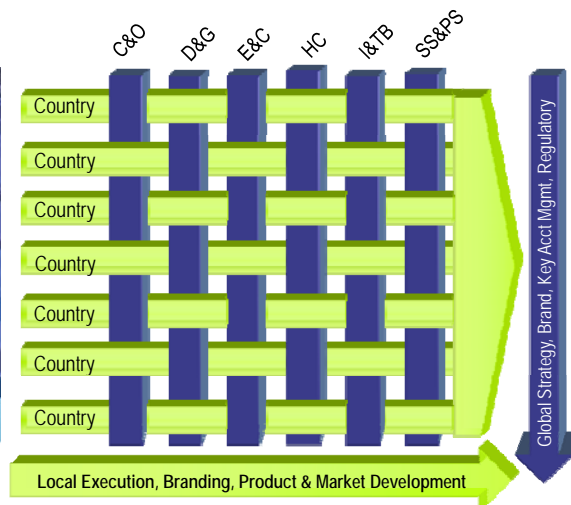
Woven Into The Fabric of 3M - The Way We Do Business



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Global Businesses, Local Execution



- Collaborative management teams – "The Best of Both"
- Country/Business alignment on key investment programs
- Rapid replication across the globe
- Improves investment prioritization and therefore returns

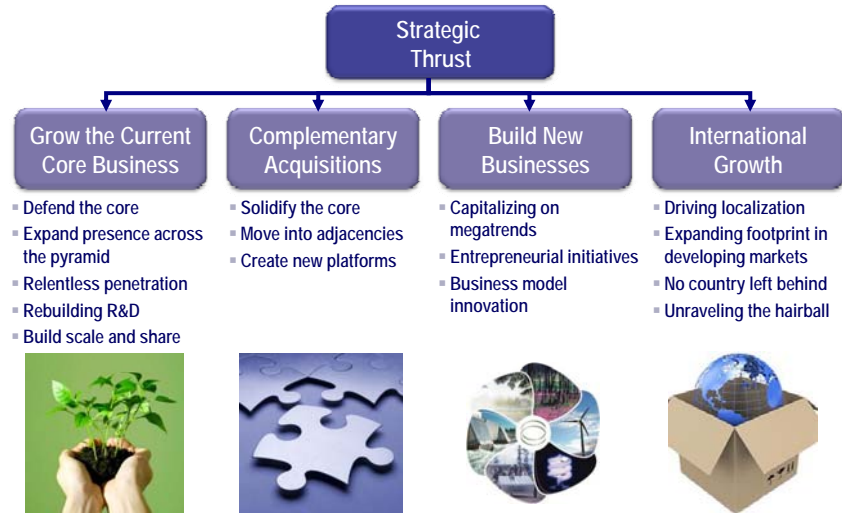
3M's International Matrix Drives Significant Value



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Our Basic Growth Strategy Remains in Place



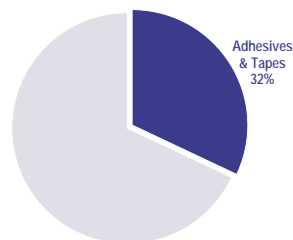
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Industrial Adhesives and Tapes

Patrick Deconinck, VP and General Manager



Industrial & Transportation
2010 Sales of \$8.6B



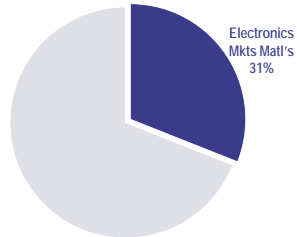
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Electronics Markets Materials

Herve Gindre, VP and General Manager



Electro & Communications
2010 Sales of \$2.9B



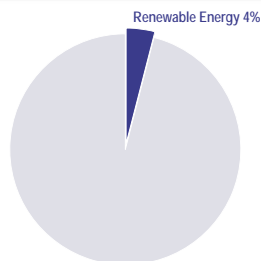
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Renewable Energy

Mike Roman, VP and General Manager



Industrial & Transportation
2010 Sales of \$8.6B

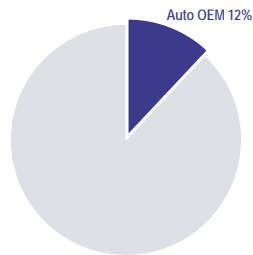


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Automotive OEM *Tony Stokes, VP and General Manager*



Industrial & Transportation
2010 Sales of \$8.6B

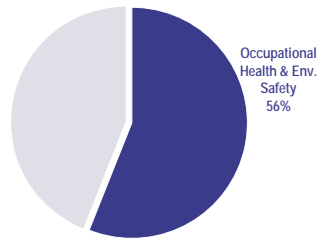


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Occupational Health and Environmental Safety *Julie Bushman, VP and General Manager*



Safety, Security & Protection Svcs
2010 Sales of \$3.3B



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Food Safety

Francine Savage, VP and General Manager



Health Care
2010 Sales of \$4.5B

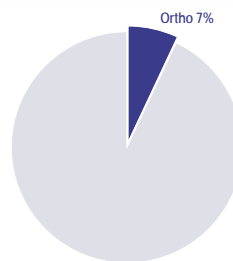


Orthodontics

Bill Cruise, VP and General Manager



Health Care
2010 Sales of \$4.5B

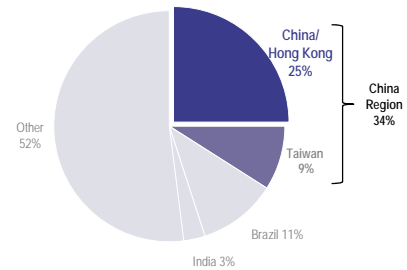


China Region and 3M China

Kenneth Yu, Managing Director



Developing Countries
2010 Sales of \$8.8B

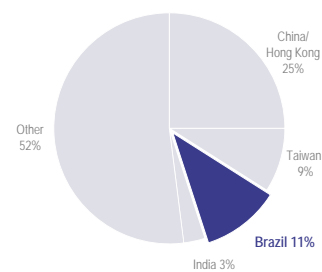


3M Brazil

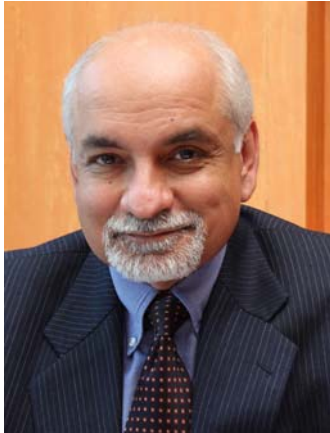
Mike Vale, Managing Director



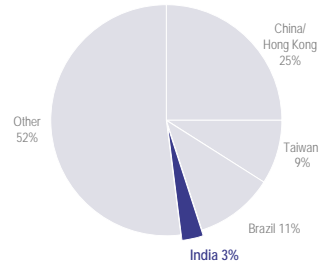
Developing Countries
2010 Sales of \$8.8B



3M India *Ajay Nanavati, Managing Director*



Developing Countries
2010 Sales of \$8.8B



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3M's Innovation and Excellence is Gaining More Attention

booz&co.

The 10 Most Innovative Companies
Innovation executives we surveyed voted
overwhelmingly for Apple, Google, and 3M as the
most innovative companies.

		R&D Spending 2009 \$175 mil.	Rank	Sales 2009 \$175 mil.	Intensity (Spending as % of sales)
1	Apple	\$1,333	81	\$42,905	3.1%
2	Google	\$1,012	41	\$42,484	12.0%
3	3M	\$1,293	66	\$23,123	5.4%
4	GE	\$2,200	20	\$155,777	2.1%
5	Toyota	\$7,822	4	\$254,343	3.8%
6	Microsoft	\$9,810	2	\$58,437	15.4%
7	P&G	\$2,044	18	\$79,029	2.4%
8	IBM	\$5,820	12	\$95,759	4.1%
9	Samsung	\$4,002	10	\$109,541	5.9%
10	Intel	\$5,453	13	\$35,127	14.1%

Source: Booz & Company

Nov. 2010

Most Respected #7

BARRON'S

Feb. 2011

#1 Best Companies for Leaders



Jan. 2009

Most Reputable #4

harris
INTERACTIVE

April 2010

Most Admired #15

FORTUNE

March 2011

Best Corporate Citizen #6



CR's 100 Best
Corporate Citizens 2011

March 2011

...And Many More



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Outstanding Agenda Today

7:45 a.m.	Welcome	Patrick Campbell
	Industrial Adhesives & Tapes	Patrick Deconinck
	Electronics Markets Materials	Herve Gindre
	Renewable Energy	Mike Roman
	Automotive OEM	Tony Stokes
	Occupational Health & Environmental Safety	Julie Bushman
10:05 a.m.	Break	
10:20 a.m.	Food Safety	Francine Savage
	Orthodontics	Bill Cruise
	China and China Region	Kenneth Yu
	Brazil	Mike Vale
	India	Ajay Nanavati
12:25 p.m.	Lunch	
1:30 p.m.	George Buckley, Chairman, President & CEO	
2:15 p.m.	Q&A	
3:00 p.m.	Depart for airport	