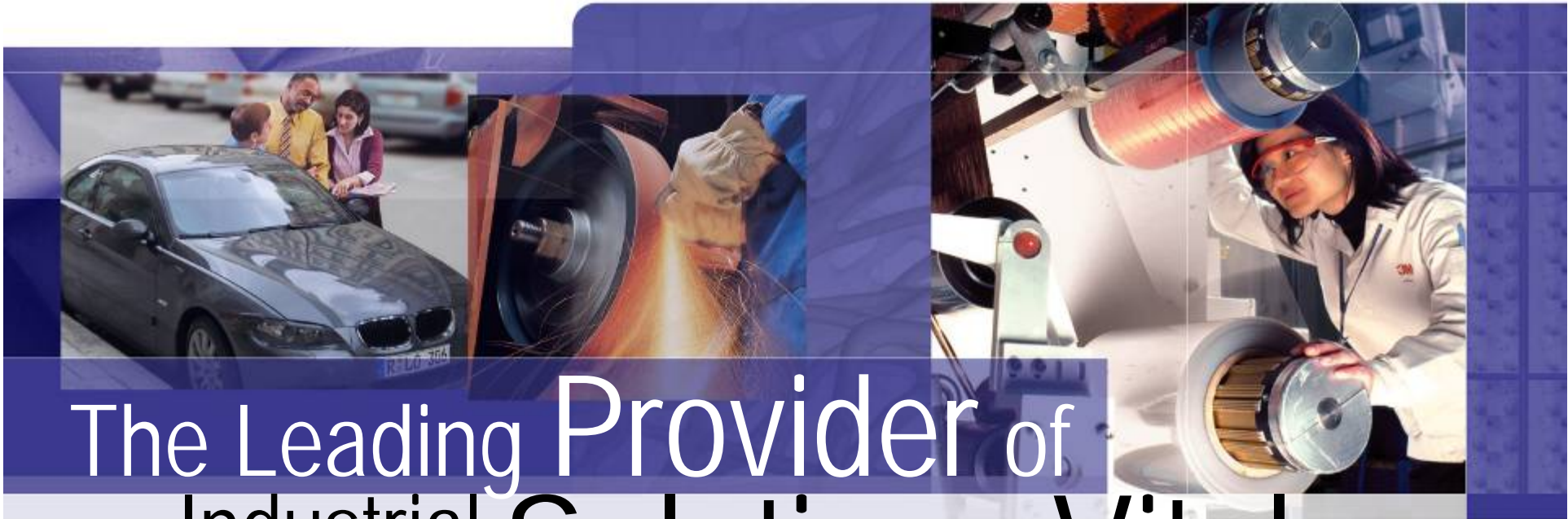


3M Industrial & Transportation Business

H. C. Shin

Executive Vice President

December 12, 2007



The Leading Provider of
Industrial Solutions Vital
to our Customers' Success



Diverse Products/Technology Platforms, 8 Divisions, 3M's Core

Industrial Adhesives & Tapes

Taping and Bonding solutions in every industry



Automotive Aftermarket

Solutions that help repair & maintain auto appearance



Abrasive Systems

Systems to modify and finish surfaces



Automotive

Helping auto manufacturers add value and reduce cost



Diverse Products/Technology Platforms, 8 Divisions, 3M's Core

| | |
|---|---|
| <p>CUNO Filtration EBO</p> <p>Filtration solutions for home, commercial and industrial locations</p>  | <p>Aerospace & Aircraft Maintenance</p> <p>OEM, maintenance and repair solutions for aircraft</p>  |
| <p>Personal Care</p> <p>3M materials solutions for disposable personal care industry</p>  | <p>Energy & Advanced Materials</p> <p>Bringing 3M technology to solve energy problems and improving materials & processes</p> <p>Advanced Materials High Performance Polymers, Ceramics, Chemicals, Glass</p>  <p>Renewable Energy EBO Oil & Gas EBO</p> |



Serving Diverse Global Markets



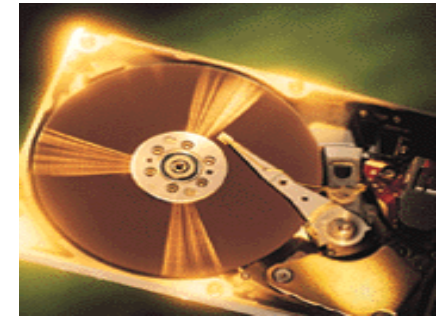
Building Contractors



Automotive Aftermarket



Appliance & Furnishings



Electronics



Food & Beverage



Oil & Gas



Aerospace



Maintenance & Repair



Automotive OEM



Construction



Paper & Packaging

Oil and Gas Market Center– Bringing all 3M Solutions



Termination,
Splicing
Products



Fluoroelastomer
For Gaskets, Rings



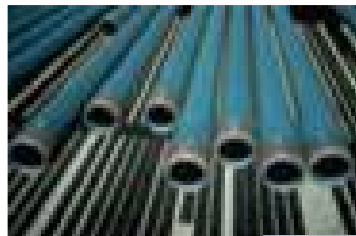
CUNO Liquid Filter Bag



Glass Bubble
Low Density Cement



Worker
Safety Solutions



3M Epoxy
Coating

Novec Fire
Protection

5 Fluid

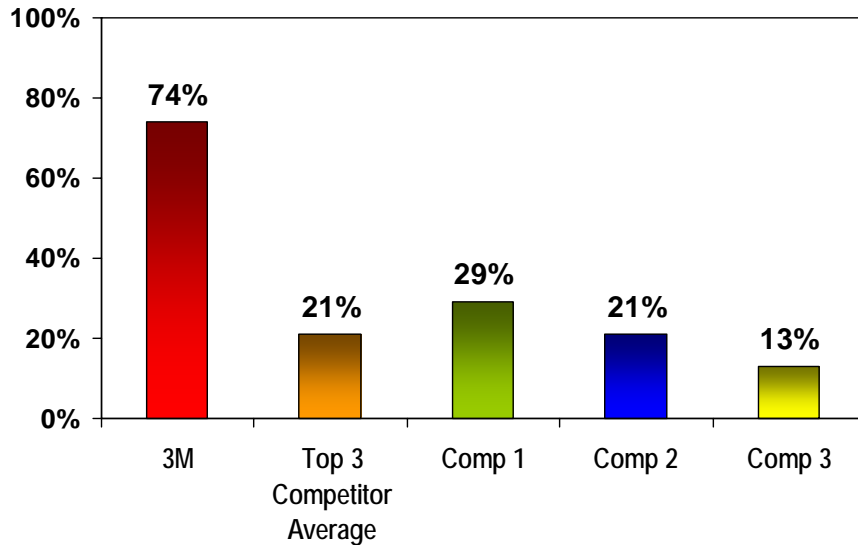


2008 3M

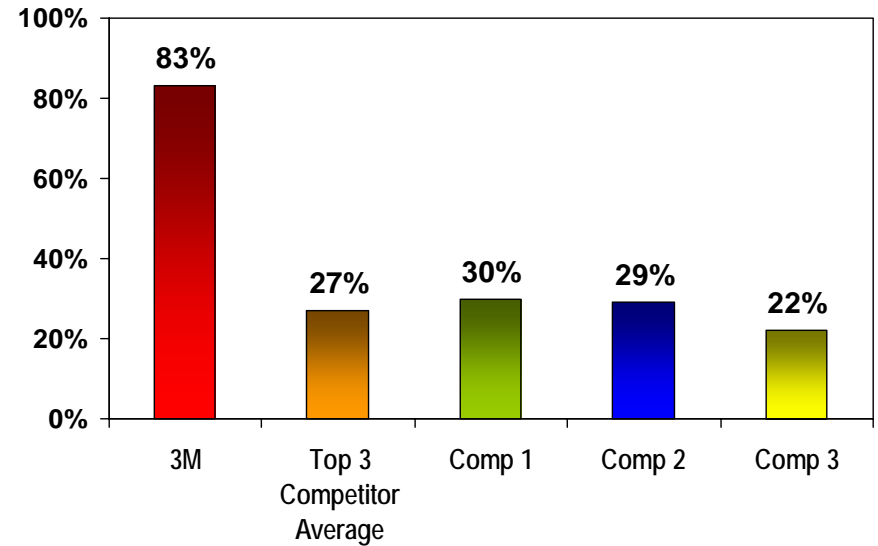


3M is the Brand of Choice (2006 Burke End Customers Survey)

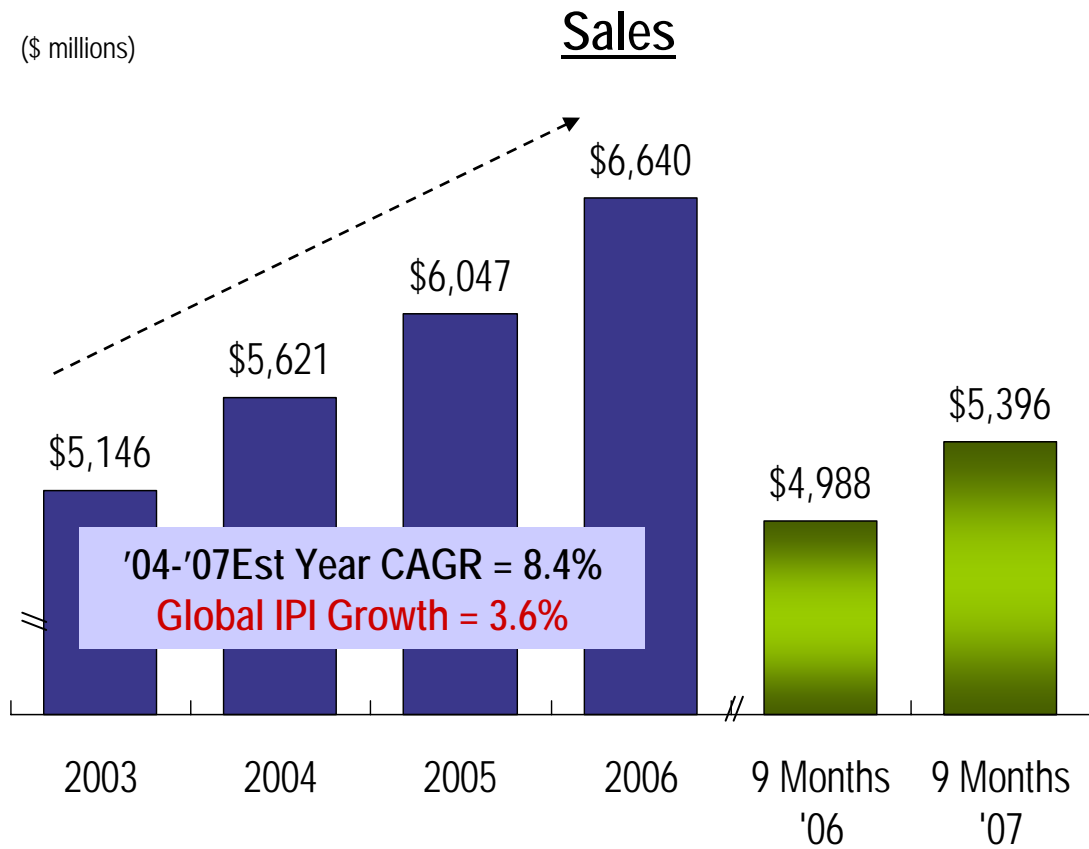
Tapes Category Purchase Consideration



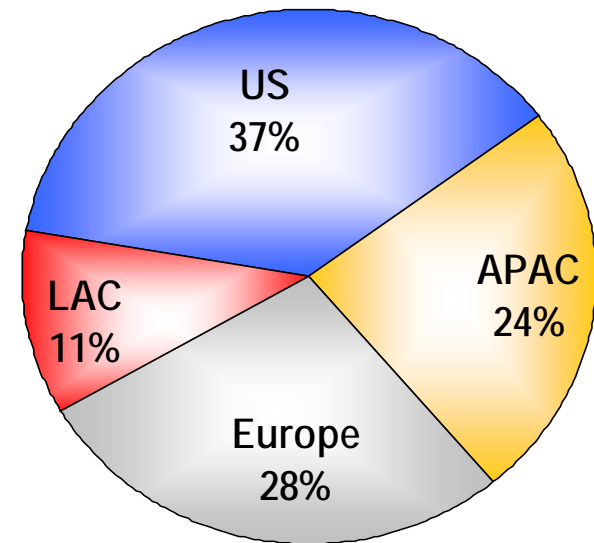
Adhesives Category Purchase Consideration



Delivering Solid Sales Across a Balanced Global Footprint



2006 Sales by Geography

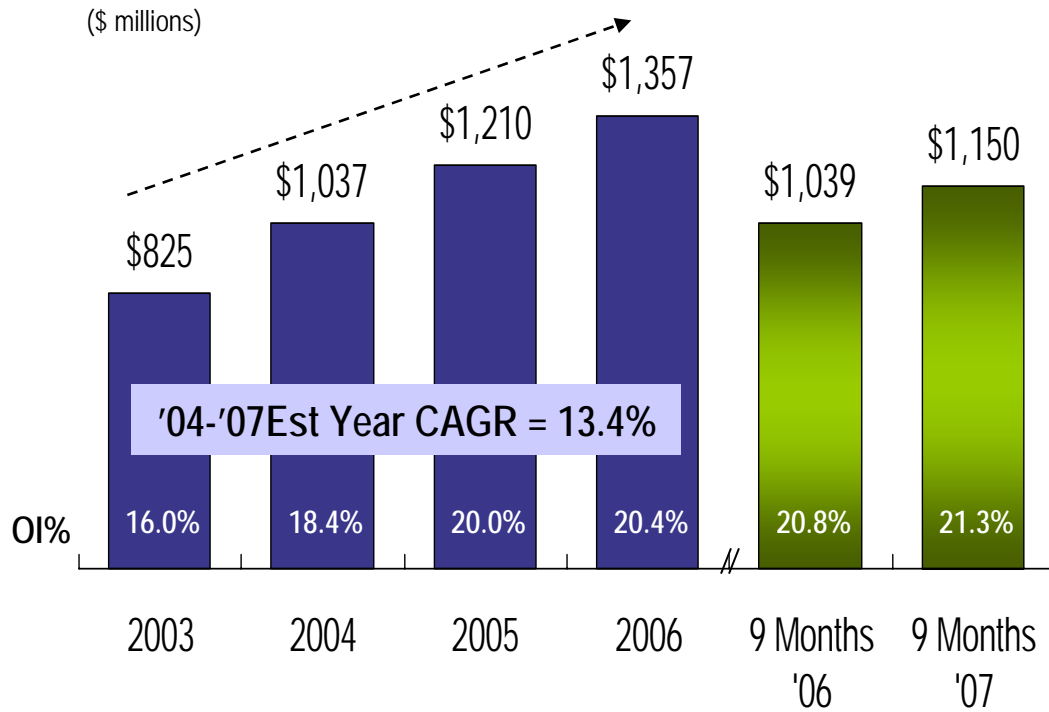


>\$ 2 Billion sales increase in 4 years

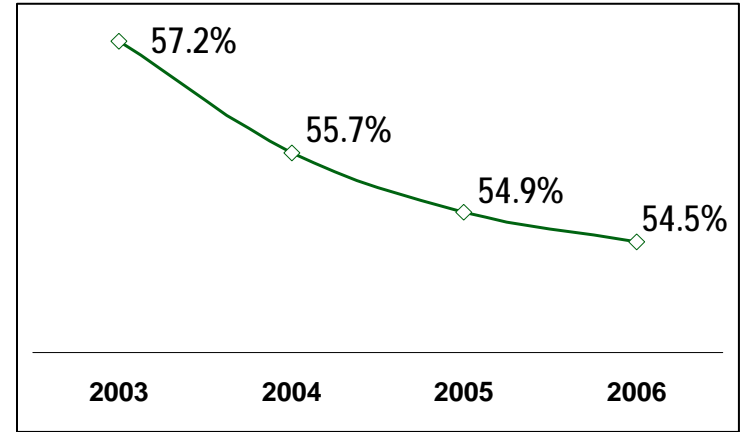


Continuous Improvement in Operating Margin Through Operational Excellence Discipline

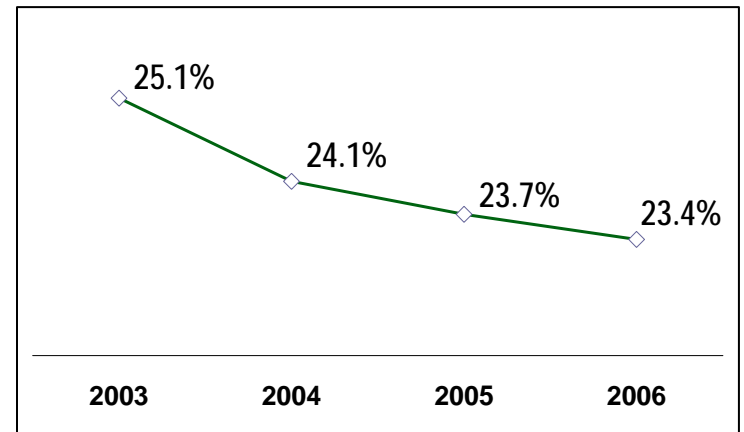
Operating Income



Cost of Goods Sold as % of Sales



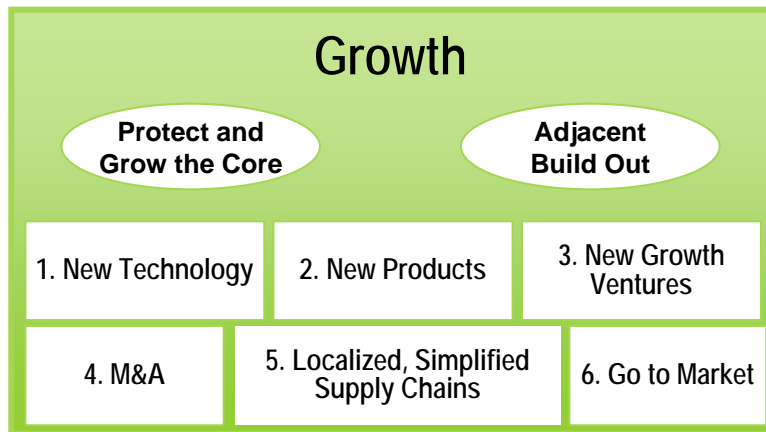
SG&A as % of Sales



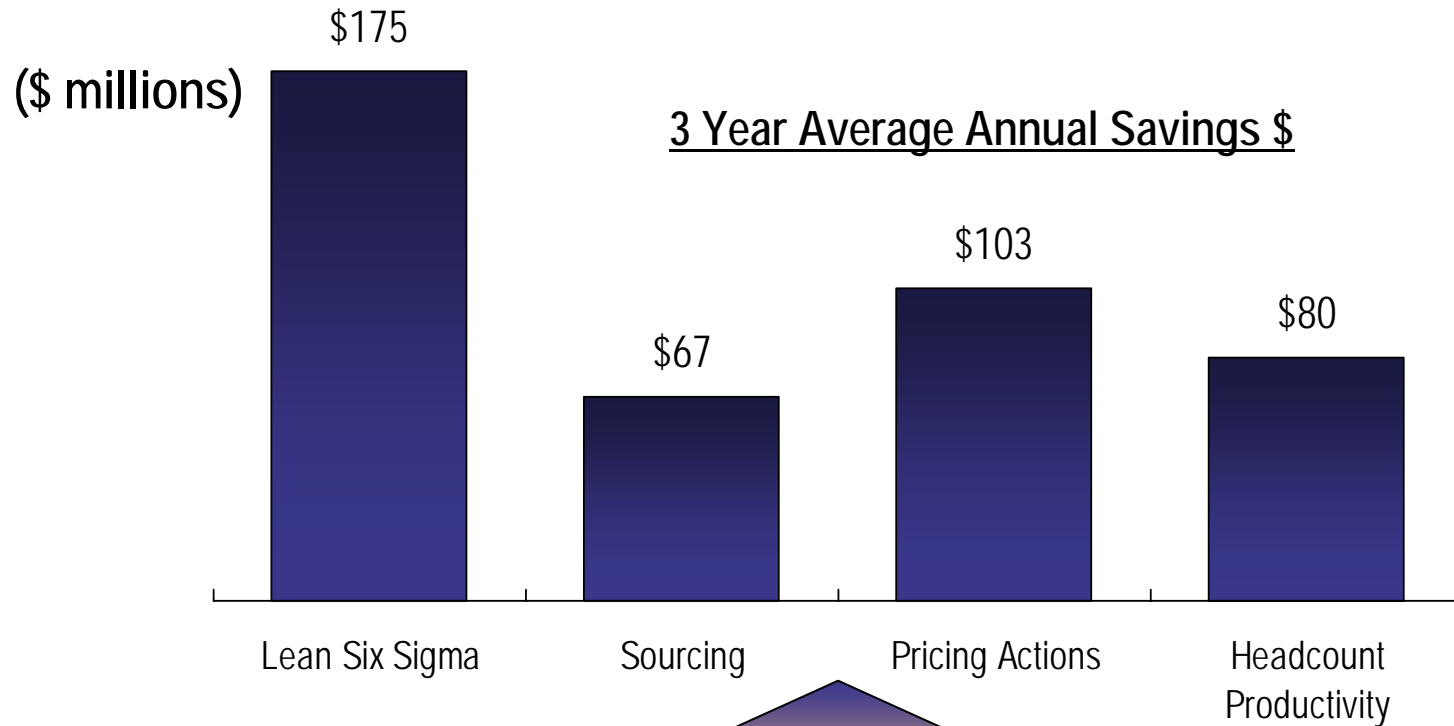
>\$700M increase in OI over 4 years
>500 bps improvement to margin in 4 years



Our Strategy Execution Playbook... *Growth Inspired by Our Customers, Balanced with Operational Excellence*

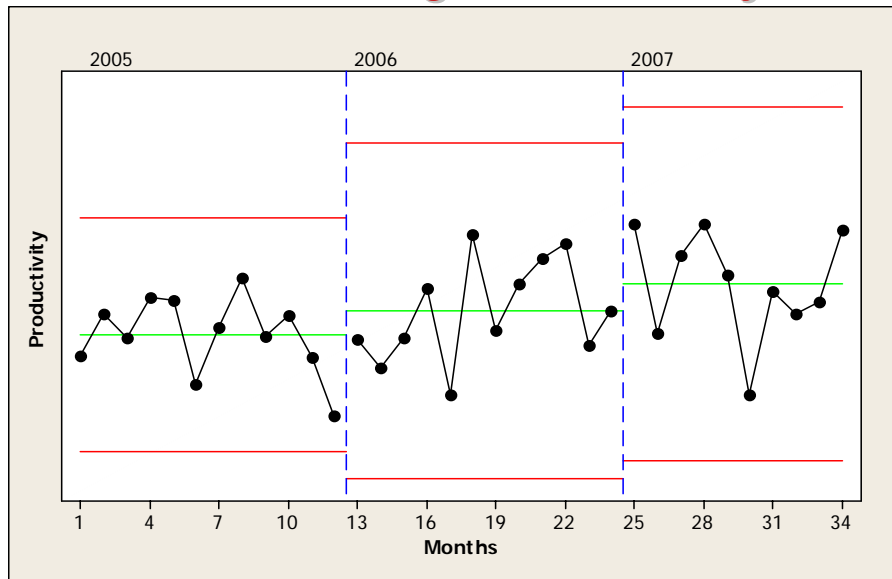


Operational Excellence Playbook Generates >\$400M Annually Strong Productivity Improvement Hopper



Lean Six Sigma Initiative Yielding \$5M in Cost Savings at Greenville Box Sealing Tape Plant

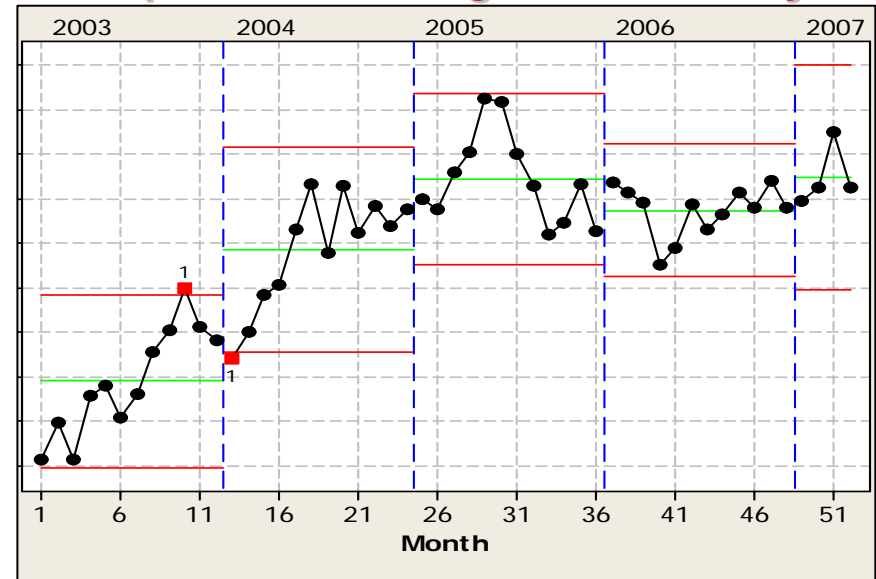
Film Making Productivity



- Changeover Wheel
- Runtime & Yield Improvements
- Speed Increases
- In-sourced more film without additional labor

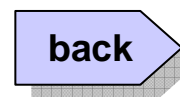
\$1.2M savings

Tape Converting Productivity



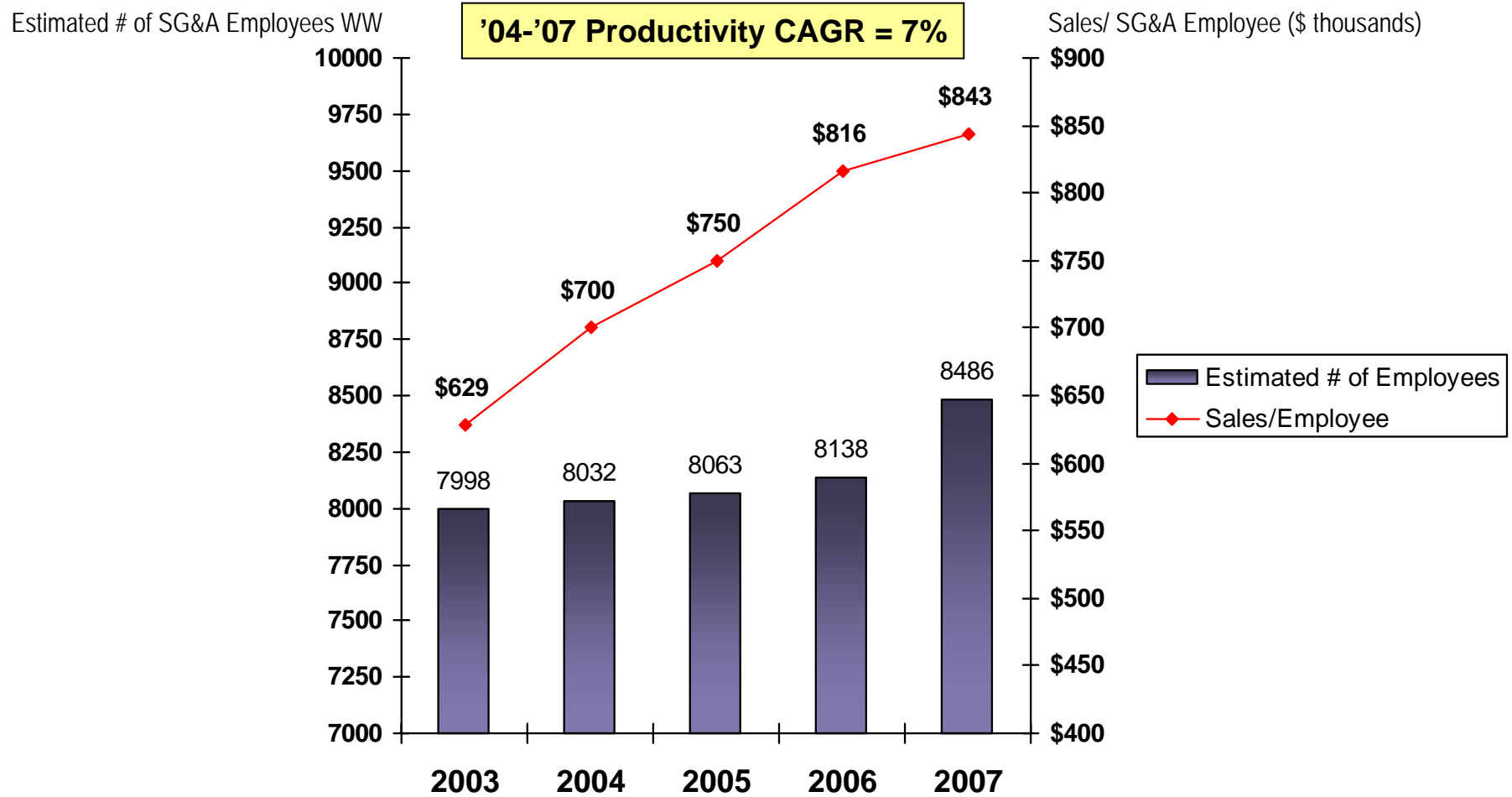
- Runtime/Rate Improvements
- Changeover reductions
- Operator Task balancing

\$3.8M savings



SG&A Productivity Continues to Increase

Estimated # of Employees and Sales per Employee

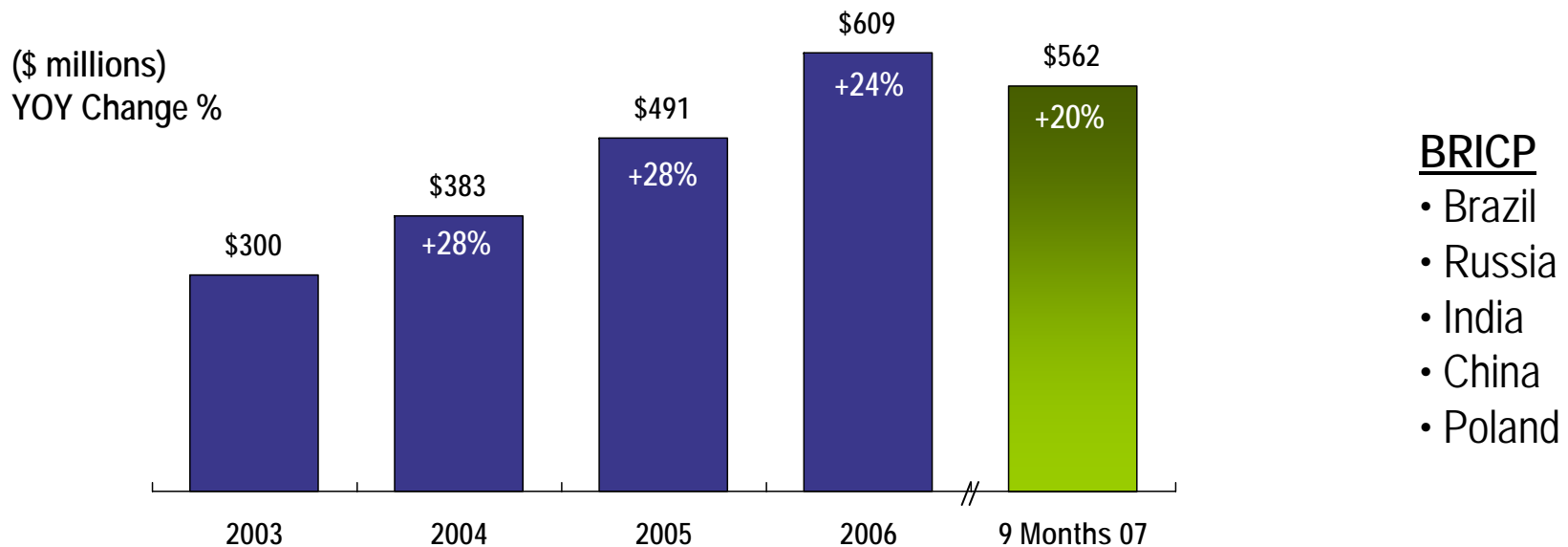


Global Trends Present Opportunities that Drive our Strategy



Emerging Economies will exceed \$1.1B in 2007 Representing >15% of Global Sales with Growth >25%

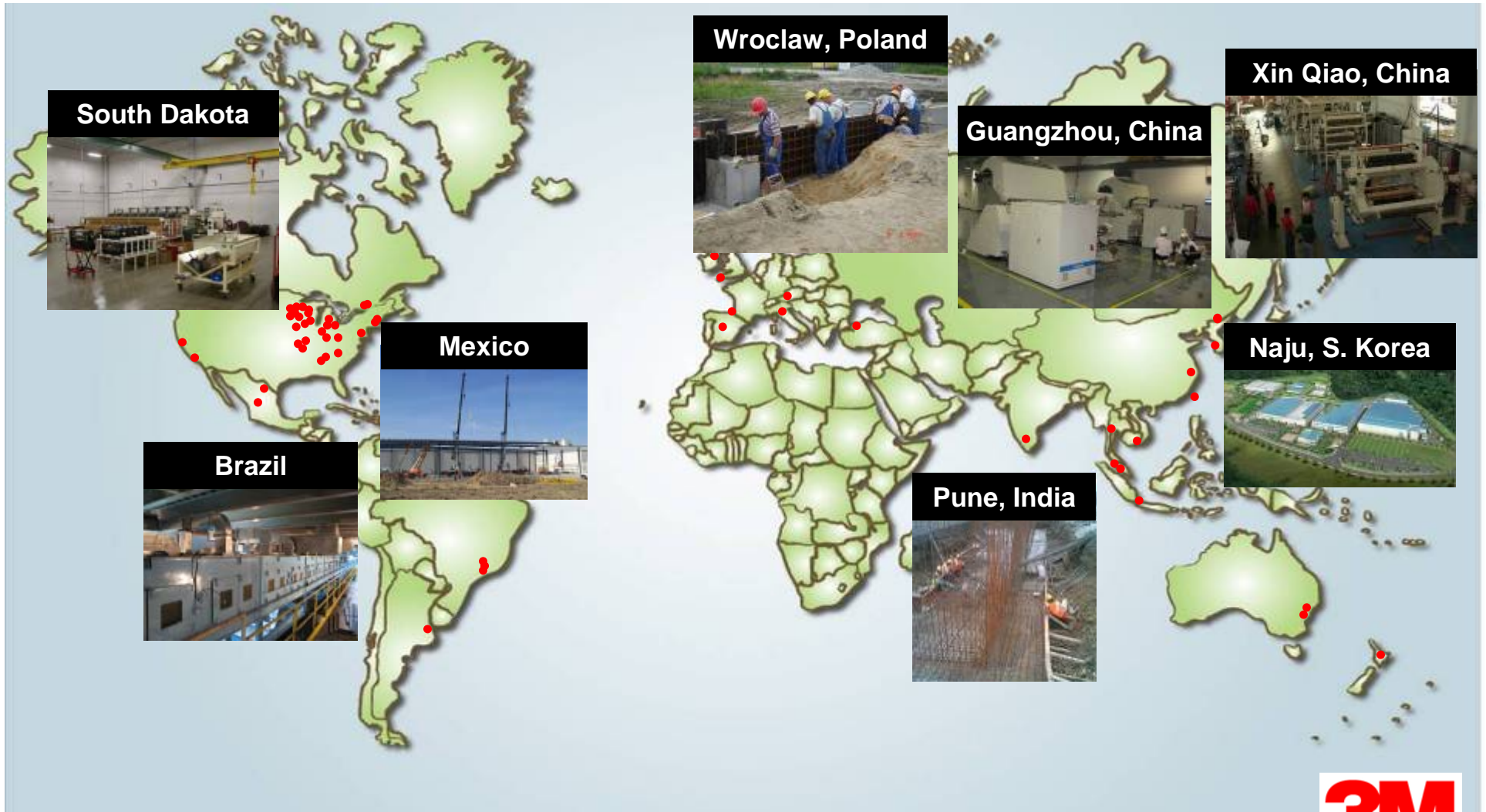
Significant BRICP Sales Growth...



- Sales, marketing, technical execution, feet on the street
- Localization of manufacturing and R&D
- Supply Chain simplification
- Global Best Practice sharing

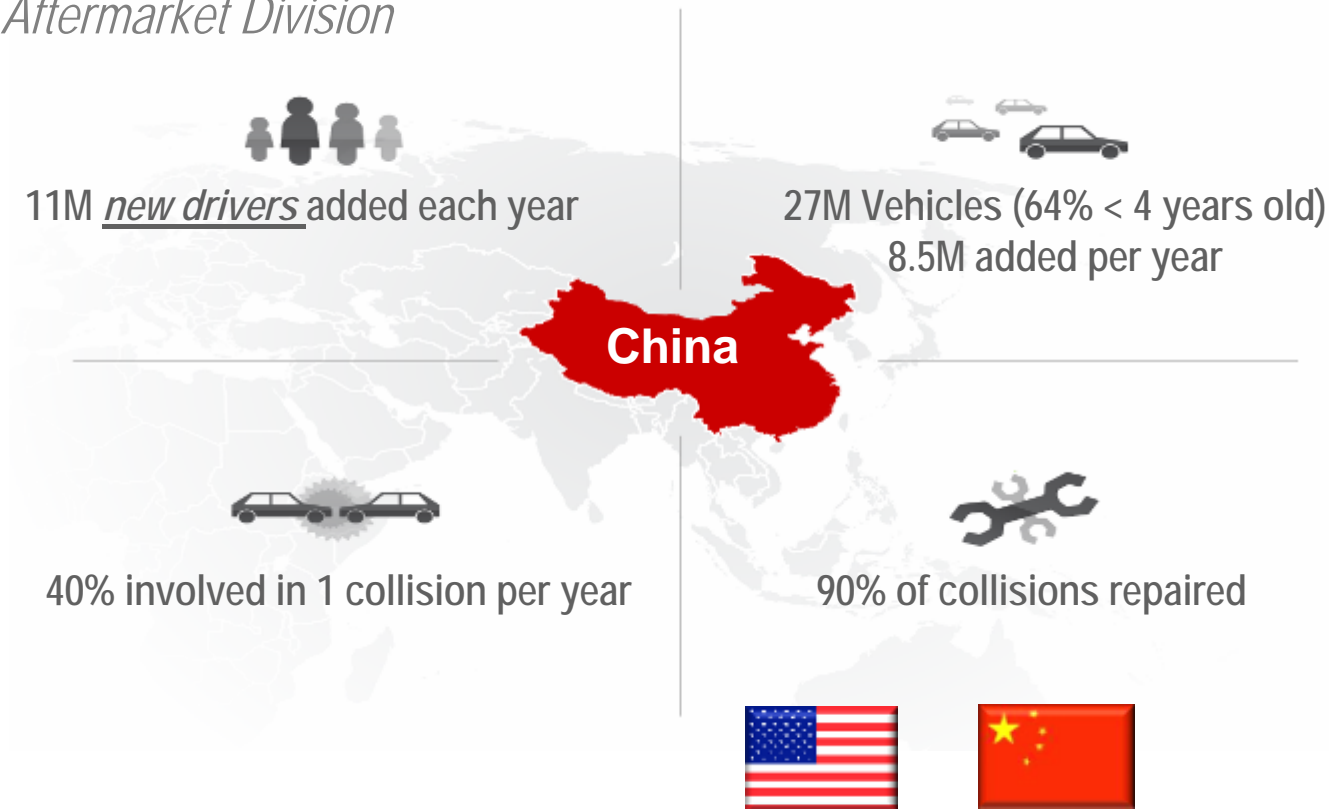
Untangling Supply Chains while



Supporting Global Growth with Localized Manufacturing



Vast International Penetration Opportunity Still Exists

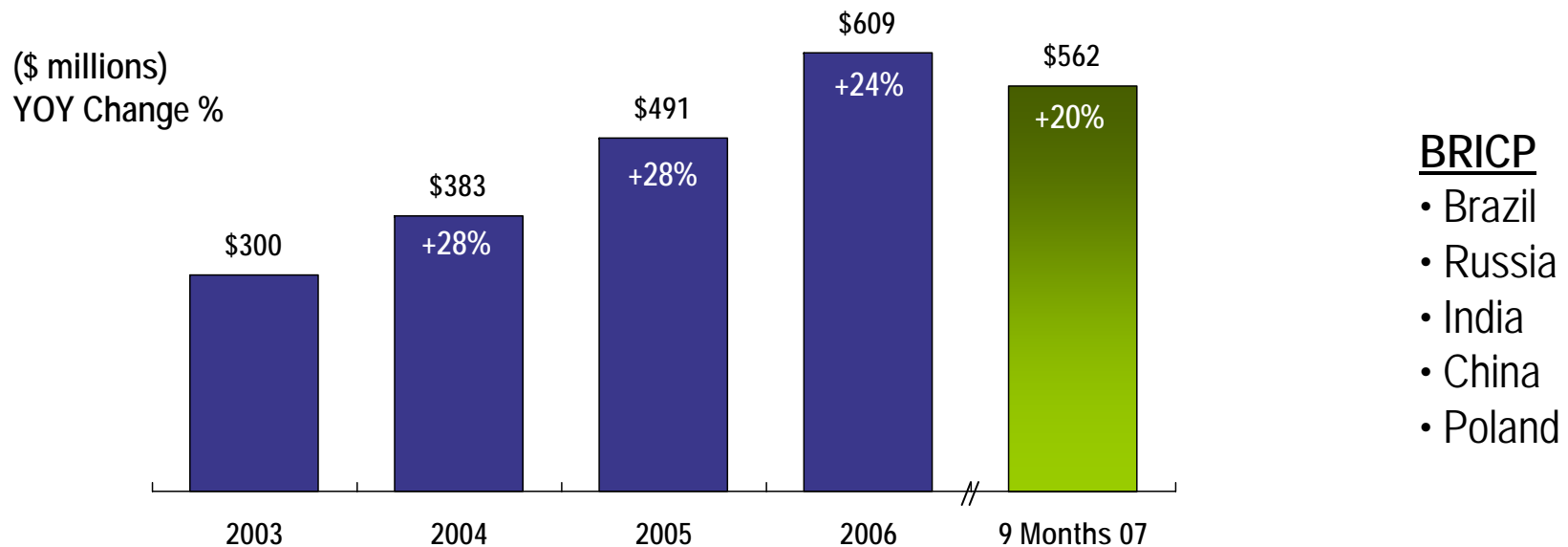
- *Auto Aftermarket Division*



| |  |  |
|----------------------------|--|--|
| Volume Shops | 18,000 | 17,125 |
| Accident Rate | 16% | 40% |
| Repair Rate | 65% | 90% |
| Total # Vehicle Repaired | 17.5 M | 10.2 M |
| Sales Per Repaired Vehicle | \$26.05 | \$1.30 |

Emerging Economies will exceed \$1.1B in 2007
Representing >15% of Global Sales with Growth >25%

Significant BRICP Sales Growth...



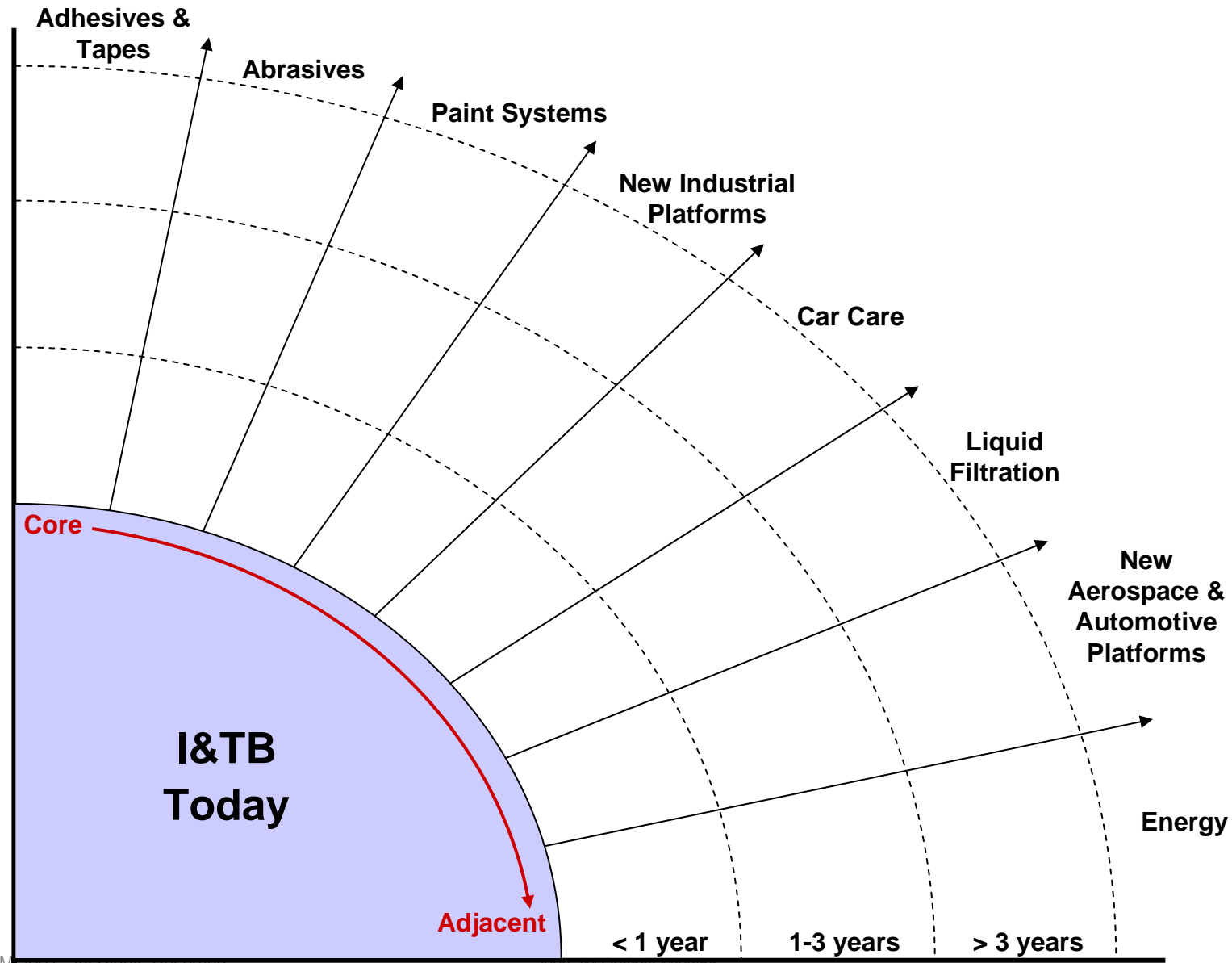
New Frontier Countries

- Middle East
- Central East Europe
- South East Asia
- Emerging Latin America

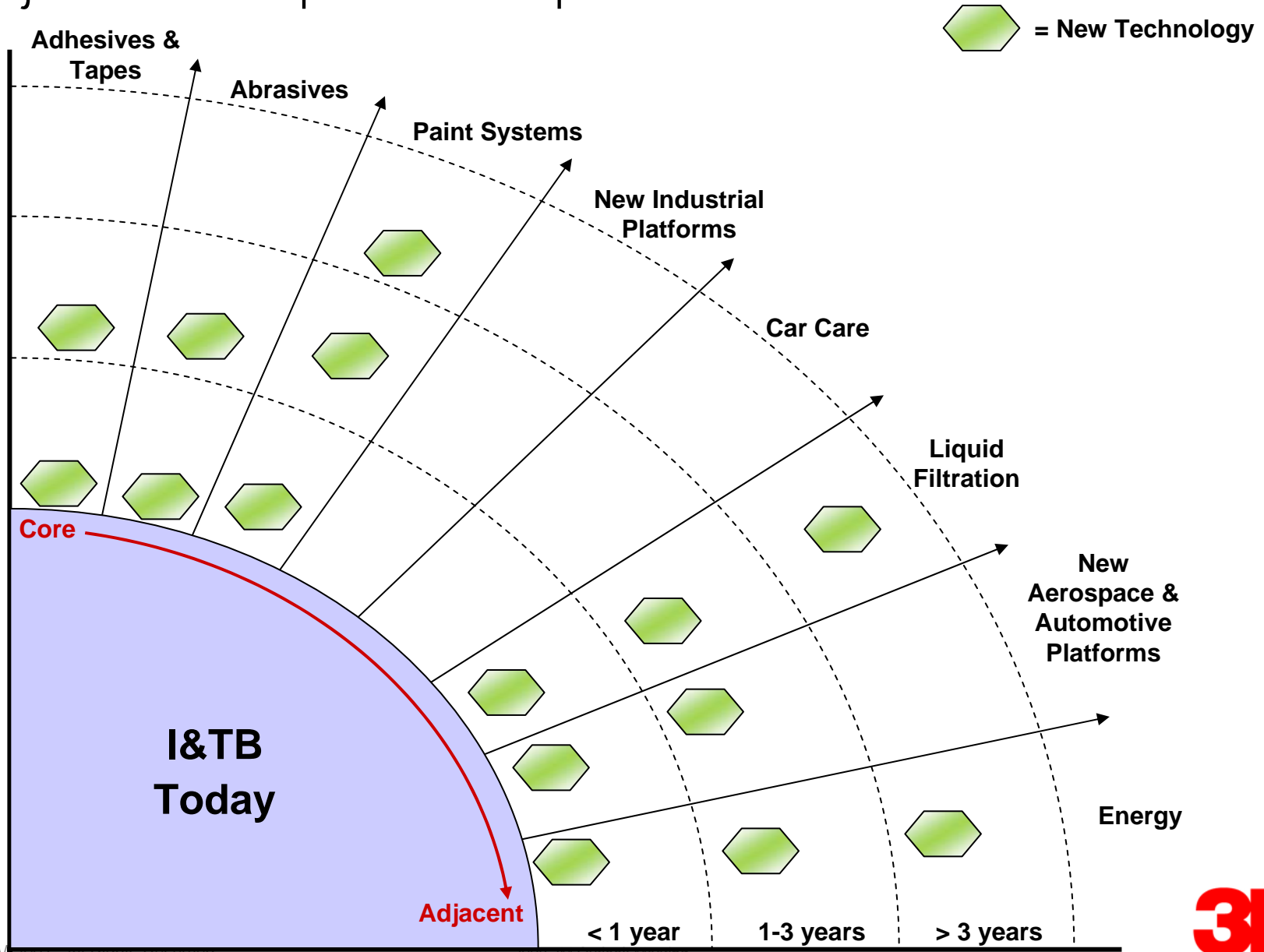
...and More Growth to Come in Emerging Economies



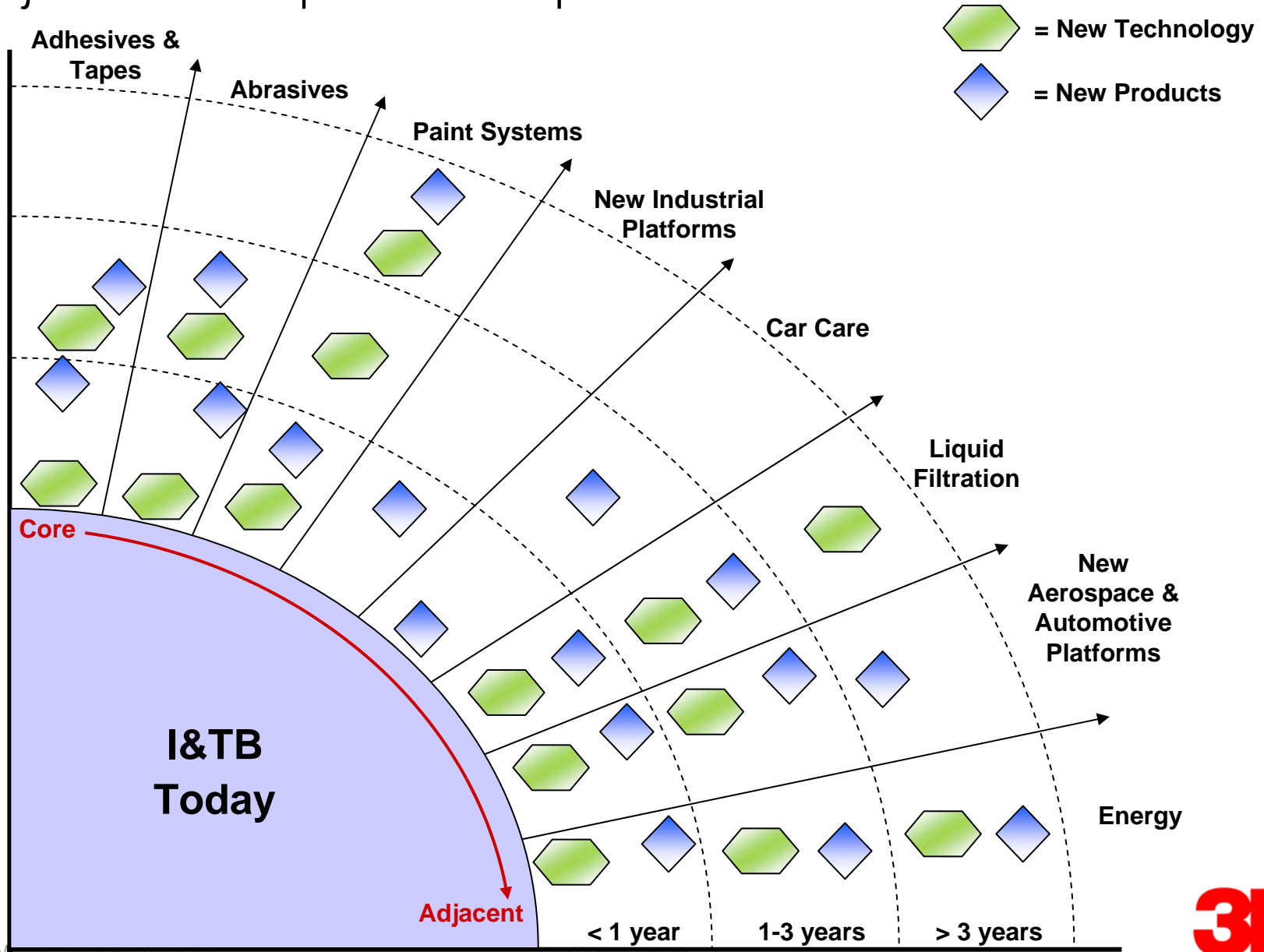
Growth Portfolio Investment Map...Core as #1 Priority While Developing Adjacencies to Expand our Footprint



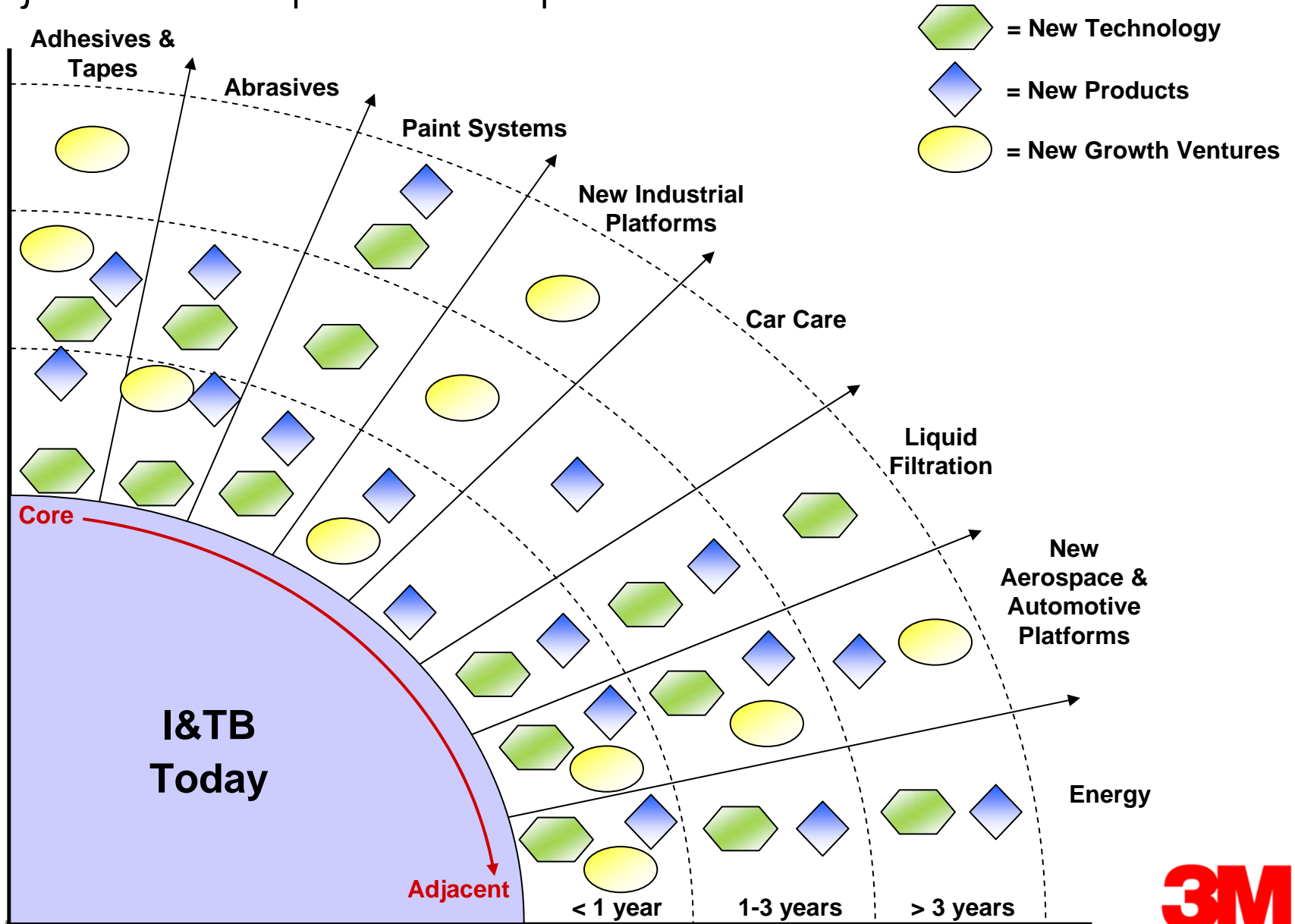
Growth Portfolio Investment Map...Core as #1 Priority While Developing Adjacencies to Expand our Footprint



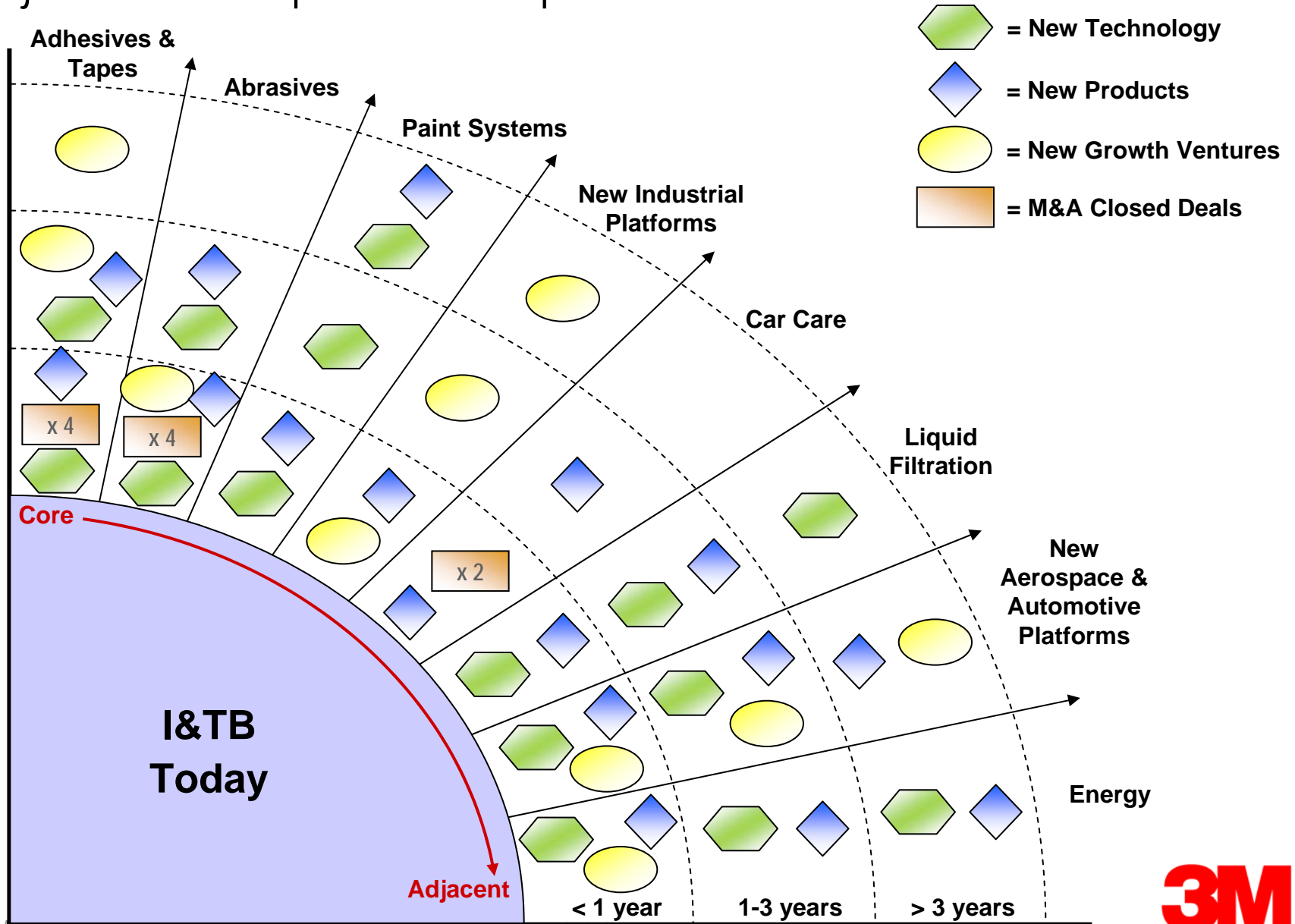
Growth Portfolio Investment Map...Core as #1 Priority While Developing Adjacencies to Expand our Footprint



Growth Portfolio Investment Map...Core as #1 Priority While Developing Adjacencies to Expand our Footprint



Growth Portfolio Investment Map...Core as #1 Priority While Developing Adjacencies to Expand our Footprint



Breakthrough New Product – Paint Preparation Systems

Customer Pain Points

- Paint mixing
- Solvent use inside paint room
- Cumbersome clean-up
- Productivity issue



3M Solution

Paint Preparation Systems



1M paint guns used in the US



X



\$1,000/Gun/Year Conversion opportunity

=

\$1.0B US Market Opportunity



Breakthrough New Products Next Generation Tapes and Structural Adhesives Technologies



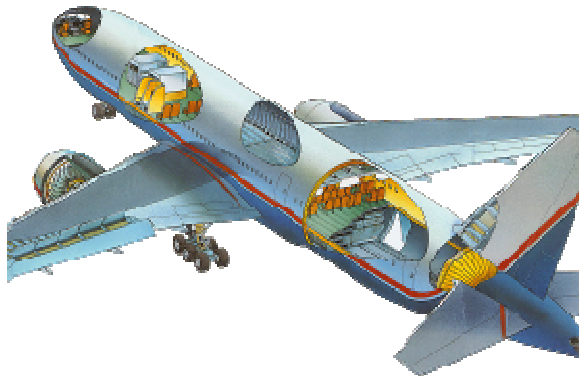
Gen 4 Acrylic Tape

- Works with next generation paints & tough to bond to surfaces



Low Temperature Bond Tape

- Breakthrough tape construction to work in adverse weather conditions



Composite Bonding Film

- Boeing 787 platform applications
- Various other composite parts bonding



VHB Structural Tapes

- Façade panel bonding
- High temperature
- High UV
- High wind shear

Water Filtration New Products—CUNO + 3M Technology

CUNO leveraging 3M technology and markets to provide unique solutions enabling superior filtration for key industries

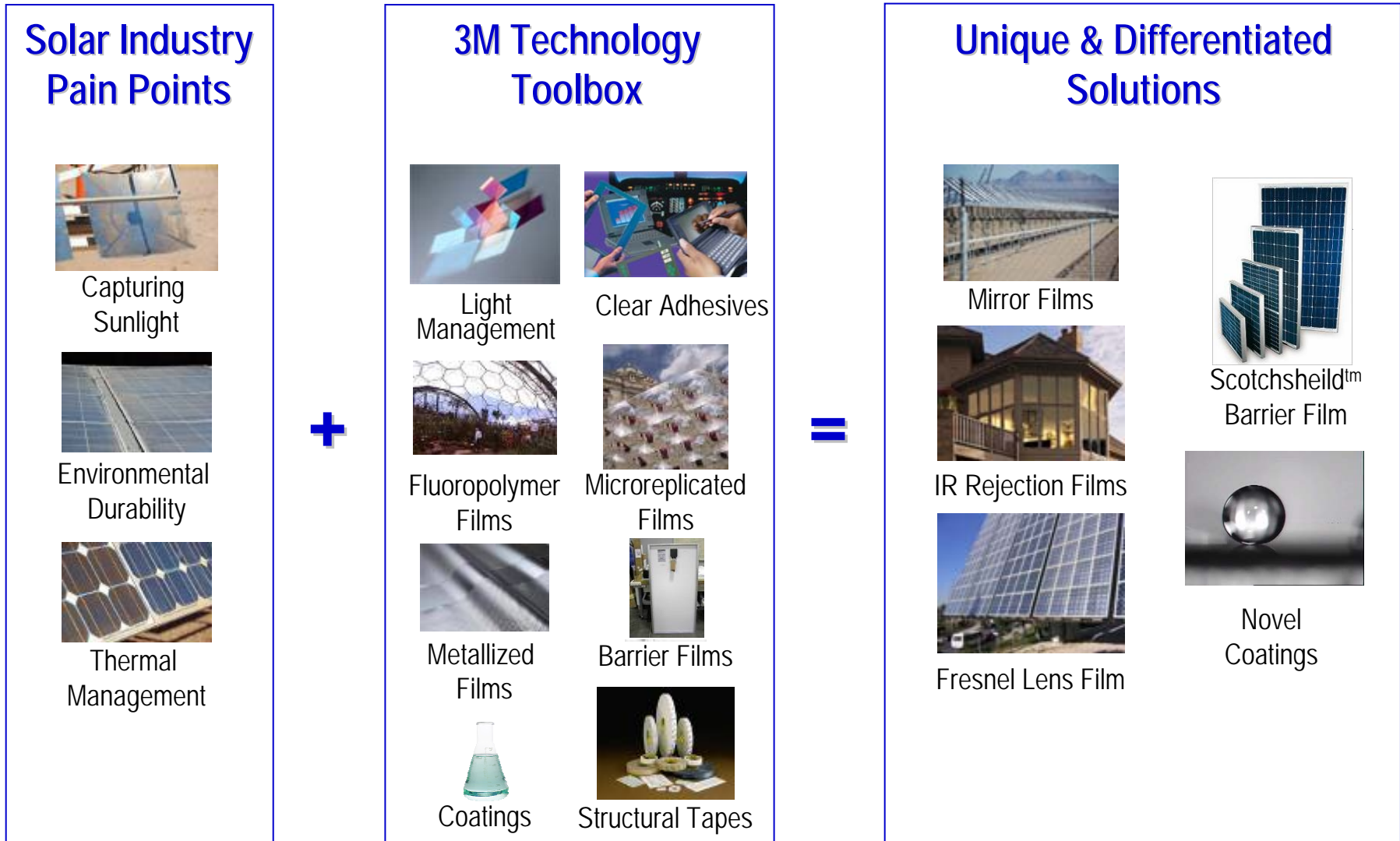


Marine & RV specialty filtration

Nanoshield
A SMART hollow fiber filter that is compatible with aggressive fluids



Renewable Energy (Solar) Emerging Business Opportunity



2006 – 2007, Ten Complementary Acquisitions

Unifam

3M Industrial & Transportation Business

Abrasives Acquisition in Poland



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General Industrial Diamond

3M Industrial & Transportation Business

General Industrial Diamond
Superabrasives, Bonded Abrasives



Resin Bond Diamond Wheels
Metal Bond Diamond Wheels And Tools

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Diamond Production

3M Industrial & Transportation Business

Diamond Production Inc



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Standard Abrasives

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Standard Abrasives



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Rite-Lok

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What does this mean for 3M?

- Gaps Filled
- Anaerobic, Structural, Cyanoacrylate Adhesives
- New UV Adhesives product offering
- Sales Synergies
- Industrial distribution
- OEM and MRO market segments

Product Portfolio



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North Star Chemicals

3M Industrial & Transportation Business

North Star Chemicals

Aerosol Canister Delivery Systems

- Woodworking
- Building and Construction
- Manufactured Housing/RVs
- Marine Adhesives
- HVAC



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PolyMask

3M Industrial & Transportation Business

PolyMask Corporation

Full line of Protection Tapes for various industrial and transportation market segments



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VentureTape

3M Industrial & Transportation Business

Venture Tape



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Accuspray

3M Industrial & Transportation Business

Accuspray Applications Technology

Proprietary Spray guns for automotive and industrial applications.




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Bondo

3M Industrial & Transportation Business

Bondo Corporation



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Complementary Acquisitions - Strengthening Tapes & Adhesives

3M Industrial & Transportation Business

Rite Lok



What does this mean for 3M?

- ◆ Gaps Filled
 - ◆ Anaerobic, Structural, Cyanoacrylate Adhesives
 - ◆ New UV Adhesives product offering
- ◆ Sales Synergies
 - ◆ Industrial distribution
 - ◆ OEM and MRO market segments

Product Portfolio

RITE-LOK Cyanoacrylate Adhesives
 • General purpose - metal bond in plastics & rubber

Anaerobic Adhesives
 • High-performance, single component engineering adhesives, that cure in the absence of air and in the presence of metal parts

Structural Adhesives (Epoxy, methacrylate)
 • Bond to virtually all surfaces
 • Long-term performance in demanding environments
 • Flexibility

Ultra-Violet (UV) Curing Adhesives
 • Fast controllable cure at room temperature which provide instant, & high strength for most glass, metal, & plastic

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North Star Chemicals



Aerosol Canister Delivery Systems

- Woodworking
- Building and Construction
- Manufactured Housing/RVs
- Marine Adhesives
- HVAC

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Venture Tape



VentureTape®

Full line of Protection Tapes for various industrial and transportation market segments

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3M Industrial & Transportation Business

PolyMask Corporation



Full line of Protection Tapes for various industrial and transportation market segments

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Complementary Acquisitions - Strengthening the Abrasives Portfolio

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Unifam Abrasives Acquisition in Poland



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General Industrial Diamond Superabrasives, Bonded Abrasives



Resin Bond
Diamond Wheels

Metal Bond
Diamond Wheels
And Tools

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Diamond Production Inc



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Standard Abrasives



SA STANDARD ABRASIVES
Changing the way industry works

33

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Market Focused Acquisitions - Strengthening the Automotive Aftermarket Portfolio

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Accuspray Applications Technology

Proprietary Spray guns for automotive and Industrial applications.

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Bondo Corporation

| | | | |
|----------------------|--------------|---------------------|----------------|
| Consumer | Bondo | Professional | Laminex |
| Bondo Home Solutions | Bondo Marine | Dynatron | Mar-Hyde |
| | | Bondo Traffic | Marson |

Bondo Corporation has manufactured quality body repair products for the automotive aftermarket for over 40 years.

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Summary --The Profitable Growing Core of 3M

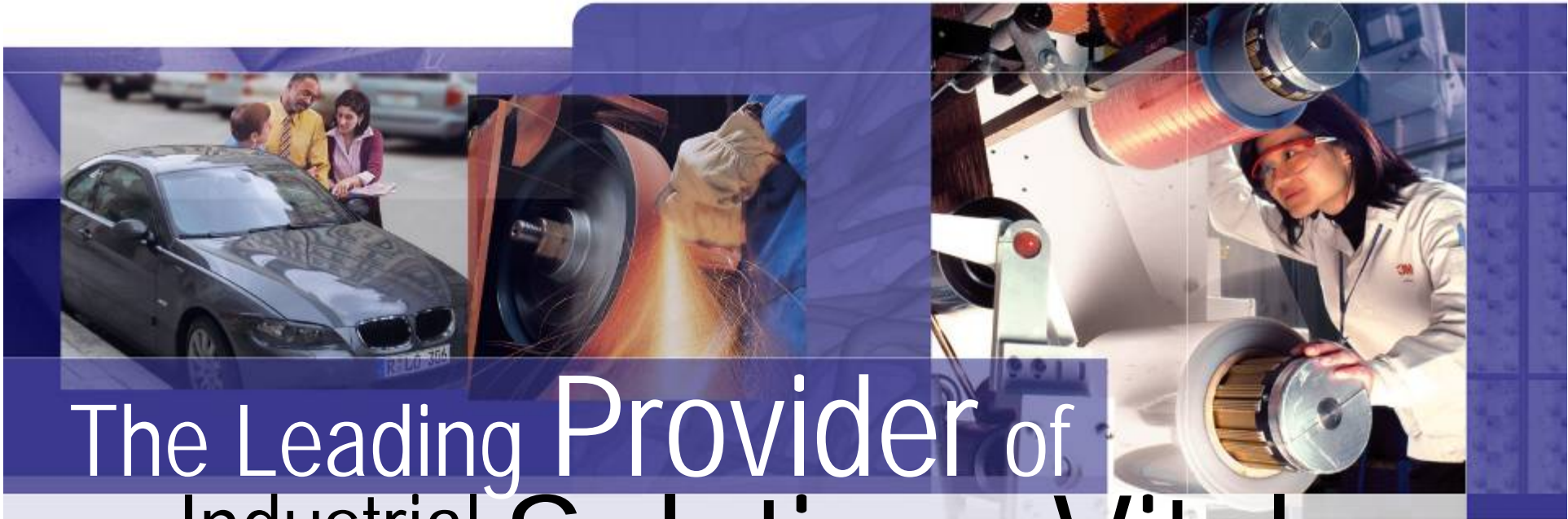
- 1** Diversified portfolio solving industrial customer problems worldwide every day
- 2** Solid track record of profitable growth
 - *2004-2007(est.) Sales CAGR = > 8%*
 - *2004-2007(est.) Operating Income CAGR = > 13%*
- 3** Significant opportunities for growth in both core and adjacent markets
- 4** Executing a balanced playbook

3M Industrial & Transportation Business

H. C. Shin

Executive Vice President

December 12, 2007



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Industrial Solutions Vital
to our Customers' Success

