

Welcome to 3M!

Matt Ginter, Vice President, Investor Relations



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Today's lineup



Inge Thulin
Chairman, President and
Chief Executive Officer



Fred Palensky
Executive Vice President, R&D and
Chief Technology Officer



Jerome Hamilton
Vice President
Lean Six Sigma and Corporate
Supply Chain Acquisition
Integration



Mike Kelly
Executive Vice President
Electronics & Energy



Joaquin Delgado
Executive Vice President
Health Care



Debra Rectenwald
Vice President
Infection Prevention Division



Brad Sauer
Executive Vice President
Industrial



Mike Roman
Vice President
Industrial Adhesives
& Tapes Division



David Meline
Senior Vice President and
Chief Financial Officer



Upcoming events

2013 Outlook Meeting

- December 12, 2012
- 8:30 A.M. – 10:00 A.M. (Central Time)
- Conference call/ webcast only format

Earnings Calls

- January 24, 2013
- April 25, 2013
- July 25, 2013
- October 24, 2013

Note: earnings calls scheduled to begin at 8 a.m. (Central Time); dates/times subject to change

Forward-looking statements

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 and suppliers; (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 market 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; (9) security breaches and other disruptions to the Company's information technology infrastructure; and (10) 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, 2011 and its subsequent quarterly reports on Form 10-Q (the "Reports"). Changes in such assumptions or factors could produce significantly different results. A further description of these factors is located in the Reports under "Cautionary Note Concerning Factors That May Affect Future Results" and "Risk Factors" in Part I, Items 1 and 1A (Annual Report) and in Part I, Item 2 and Part II, Item 1A (Quarterly Report). 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.

Today's agenda

- 8:00 a.m. Inge Thulin
Fred Palensky
Jerome Hamilton
Mike Kelly
- 10:00 a.m. Break
- 10:20 a.m. Joaquin Delgado
Debra Rectenwald
Brad Sauer
Mike Roman
David Meline
- 11:30 a.m. Q&A
- 12:15 p.m. Lunch
- 1:30 p.m. Adjourn