

Industrial

Brad Sauer, Executive Vice President, Industrial Business Group
Mike Roman, Vice President, Industrial Tapes and Adhesives Division



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Industrial Business Group

Advancing Every Company



Enhancing Every Home



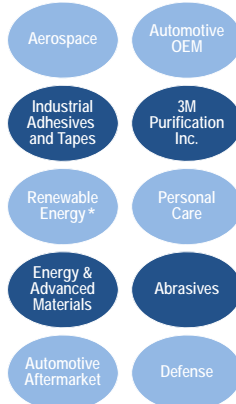
Improving Every Life



Bringing the 3M Vision to Life



Industrial Business Group is a Powerhouse of Innovation



We Leverage 38 of 3M's Technology Platforms

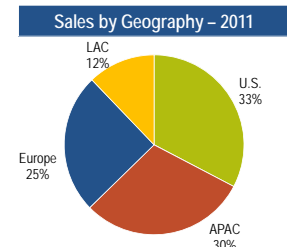
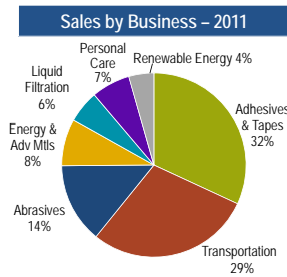
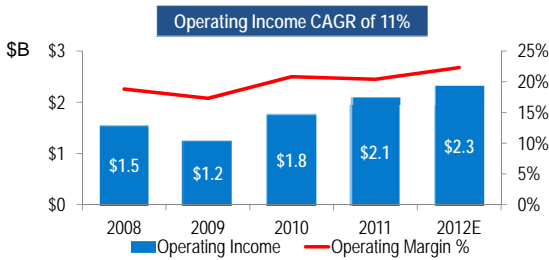
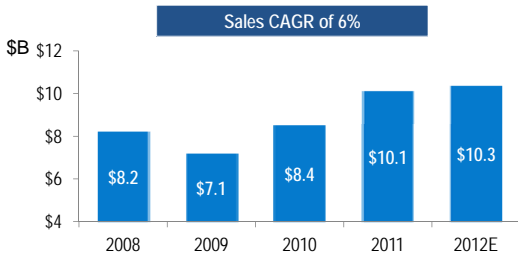
6 Market-Facing Divisions & 4 Platform Divisions

Across Many Large Market Segments with >\$50B Space to Play

*Renewable Energy Division will move to Electronics and Energy Business Group effective Q1 2013



Industrial Business Group Drives Impressive Financial Performance



Note: Renewable Energy Division will move to Electronics and Energy Business Group effective Q1 2013



Industrial Business Group Strategic Roadmap 2012-2017

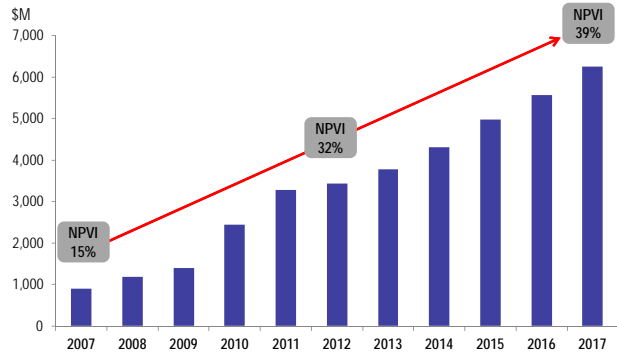
	Expand Relevance to our Customers and our Presence in the Marketplace	<ul style="list-style-type: none"> Strengthen Global Key Account Management Strategic M&A
	Gain Profitable Market Share and Accelerate Market Penetration Everywhere	<ul style="list-style-type: none"> Enhance Marketing Excellence Faster Global Commercialization Improve International Penetration
	Invest in Innovation: Invigorate Existing Market Opportunities and Focus on Emerging Megatrends	<ul style="list-style-type: none"> Drive NPVI with More "New-to-the-World" Products Drive Developing Market-Led Innovation Increase R&D Investment
	Intensify Capabilities to Achieve Regional Self-Sufficiency	<ul style="list-style-type: none"> Shift Growth-Related Cap Ex Toward Developing Markets Enhance International R&D Capabilities
	Build High Performing and Diverse Global Talent	<ul style="list-style-type: none"> Recruit and Develop the Best Local Talent Successful Global Knowledge Transfer
	Drive Consistent Superior Levels of Operational Excellence	<ul style="list-style-type: none"> Drive Disruptive, Cost-Out Innovation Lean Six Sigma Globally Leverage Hoshin Kanri with 80/20 Focus



Innovation Aimed Directly at Key Megatrends



New Product Sales and NPVI

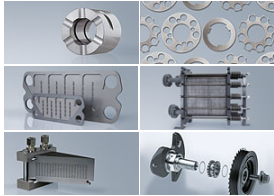


Customer-Inspired Innovation



Driving Customer Relevance Through M&A

General Industrial

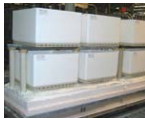


Bearings, Heat Exchangers,
Sealing Components

Energy



Sand Screens for Oil & Gas



Crucibles for Solar
PV Manufacture

Transportation



Engine Cam Rollers, Fuel Pump Rollers,
Bearings, Bushings

Defense



Body Armor



Armor Plating

ceradyne, inc.



\$500M Global Leader in Advanced Technical Ceramics

\$670M Net Purchase Price
Anticipate Q4 Close

World Class Technology Combined With 3M International and Manufacturing Capabilities

Global Manufacturing and Technical Footprint is a Strategic Advantage



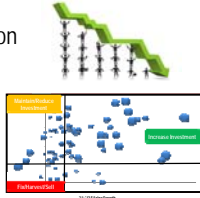
★ Technical Center
● Manufacturing Facility

109 Manufacturing Sites and 12 Technical Centers in 30 Countries

Highly Disciplined Organization Driving Operational Excellence

COGS Reduction

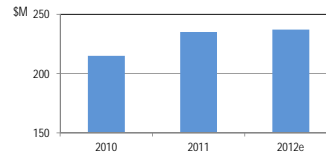
- Disruptive Cost-Out Innovation
- Portfolio Management
- Price Optimization



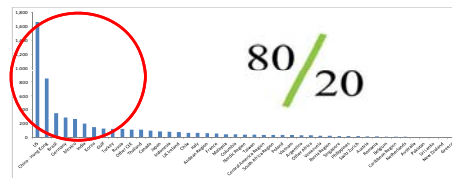
Business Execution

Lean Six Sigma

On Track to Deliver >\$230M in WW Cost Benefits



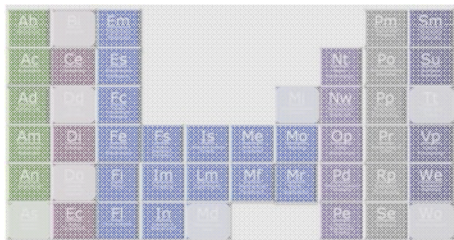
80/20 Focus



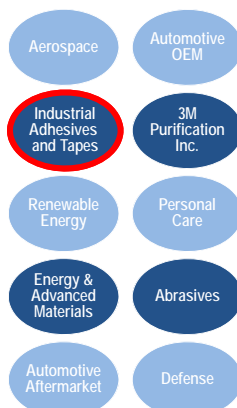
Enabling Investment for Growth While Delivering 20%+ Operating Margins



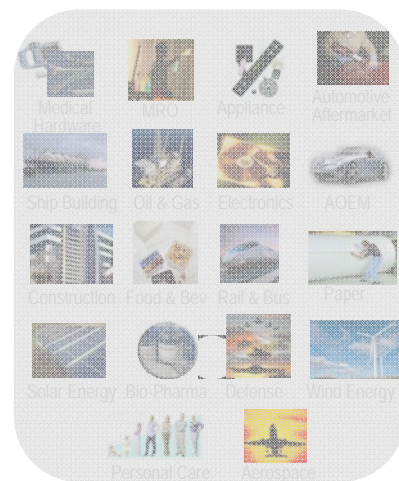
Industrial Business Group is a Powerhouse of Innovation



We Leverage 38 of 3M's Technology Platforms



6 Market-Facing Divisions & 4 Platform Divisions



Across Many Large Market Segments with >\$50B Space to Play



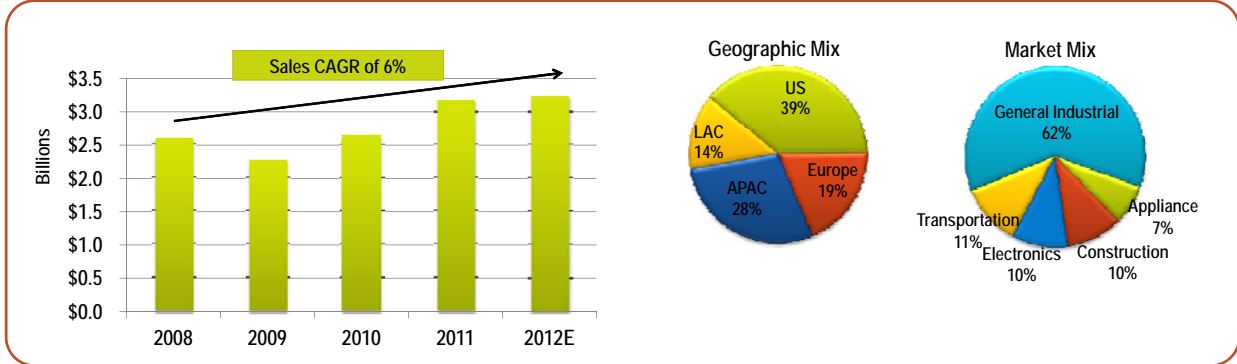
An Unmatched Portfolio of Industrial Tapes, Adhesives, and Sealants



We Started it All... Our Inventions Bond, Seal, Protect and Enhance Every Surface... Solving Problems Everywhere... Always and All Ways!



A Global Powerhouse Serving Growing Markets



Major Markets Served	Market	Construction	Appliance	Electronics	Transportation	General Industrial
	CAGR 2012-17*	4.6%	4.4%	7.3%	4.5%	4.7%

(*) Source: Global Insights

3M's Largest Division – Growing and Highly Profitable



We Serve Many Large and Growing Markets... ...By Fostering a Close Relationship with Our Customers and Channel Partners

Appliance



Electronics



Automotive



Specialty Vehicle



Food & Beverage



Oil & Gas



Woodworking



Construction



Maintenance & Repair



Aerospace



Medical Devices



Paper & Print



Key Accounts



Large OEMs



Segment Leaders



Leading Brands in Emerging Countries



Channel Partners



Converters



Extraordinary Market Reach, Connected to Every Link in the Customer Value Chain

How Are We Winning in the Marketplace?

With Focused Priorities Linked to Each of Our Strategies

Expand Relevance to our Customers and our Presence in the Marketplace

Brand



Customer Relevant Portfolio



Gain Profitable Market Share and Accelerate Market Penetration Everywhere

Competitive Intelligence



Emerging Markets/ New Channels



Invest in Innovation: Invigorate Existing Market Opportunities and Focus on Emerging Megatrends

Disruptive Products and Processes



Commercialization Connected to Customers



Intensify Capabilities to Achieve Regional Self-Sufficiency

Reducing Total Delivered Cost



Improving Service/ Reducing Cycle Times



Build High Performing and Diverse Global Talent

Developing Experts



Workforce that Understands our Customers



Drive Consistent Superior Levels of Operational Excellence

Lean Six Sigma/Quality

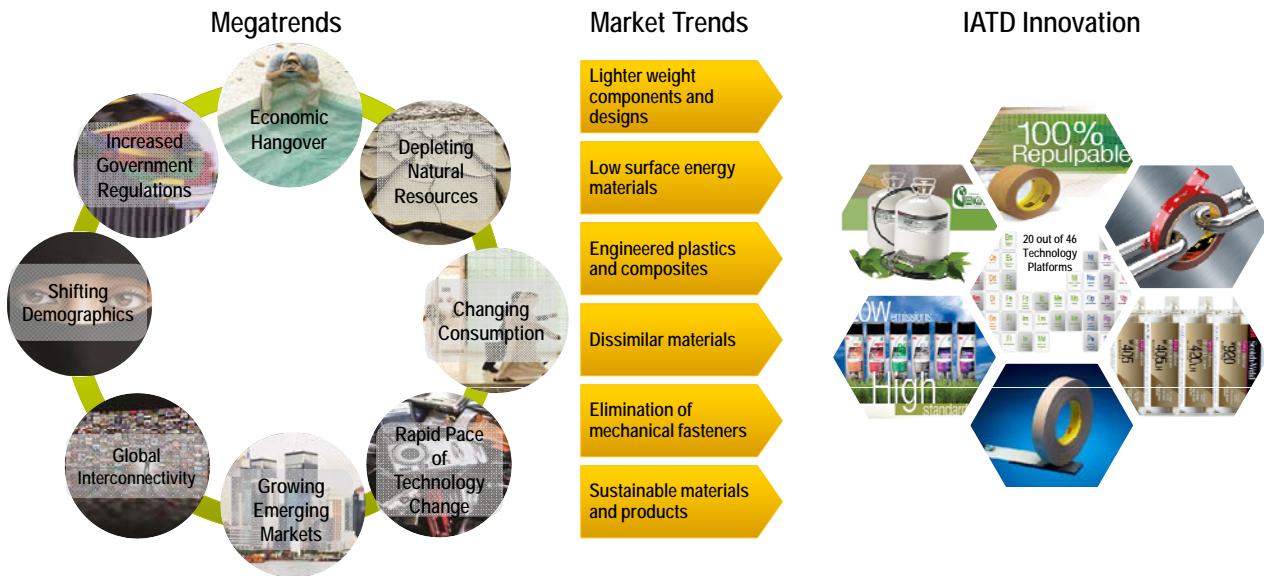


Cost Out Innovation

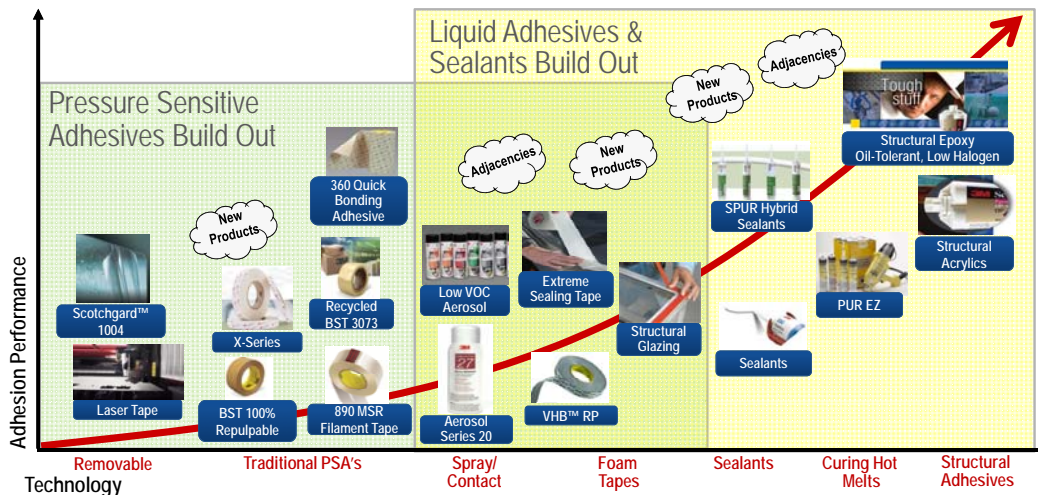


Unique Competitive Advantages Delivering Growth in 2012 and Beyond!

Targeting Megatrends and the Resulting Market Trends with Unique Solutions



Innovating Across the Entire Division Platform



NPVI from 13% to 27% in the Last Five Years: Over \$800M from New Product Sales in 2012



Strengthening the Business through Acquisitions and Alliances



GTA
TAPES & ADHESIVES
A 3M Company

Alpha Beta Global
Tapes & Adhesives Co., LTD
A 3M Company

VentureTape

Emfi
A 3M Company

NorthStar
Denials, Inc.

GTA... a New IATD Business Unit Built through Acquisitions



POLYFOAM PRODUCTS, INC.

RITE-LOK
ELECTRICAL INSULATION

PolyMask Corporation
A Joint Venture of 3M and Sealed Air Corporation

NIDA CORE
ELECTRICAL INSULATION

COMPAC
ELECTRICAL INSULATION
Where temperature makes the difference

Dynamix™
(Polymer Engineering Corp.)

Adding Capabilities Along with 3M Strengths in Core Markets → Successful Strategy Now at >\$600M/Revenue



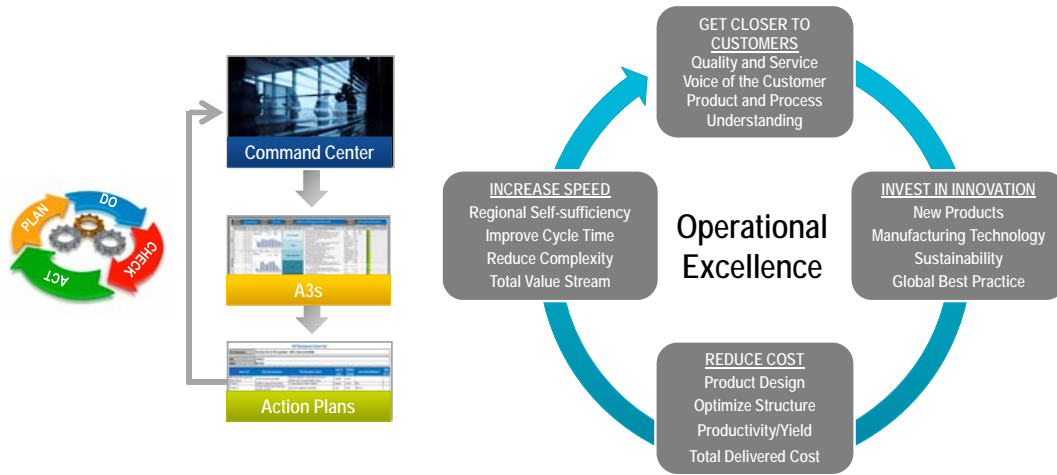
Intensifying Global Manufacturing, Regional R&D, and Local Market Focus



Leveraging Unique Combination of Regional Self-Sufficiency and Global Collaboration



Consistently Delivering Superior Levels of Operational Excellence



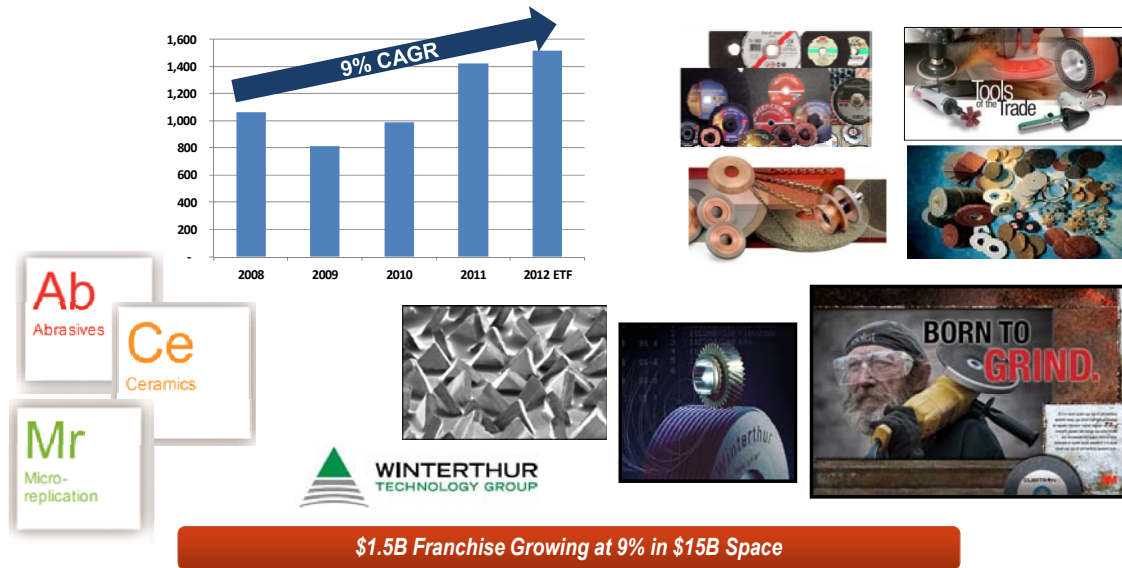
Business Execution Driving Global Operations and the Performance of our USA Subsidiary. \$80M in Projected Lean Six Sigma Cost Savings Globally

Creating Unique Advantages that Add Up to Market Leading Growth



Powered By Innovation, Chosen By Our Customers

Abrasives Systems Division – Continued Growth of a Market Leader



23 Investor Meeting – November 8, 2012



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Industrial is a Powerhouse Business for 3M

Great Partner for Customers

Fierce Competitor in the Marketplace

Unmatched Technology Portfolio

Unique Global Capabilities

Proven Track Record of Results



24 Investor Meeting – November 8, 2012



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