

George W. Buckley
Chairman of the Board, President, and CEO
3M Company



Accelerated Growth
Premium Returns

Enhanced Shareholder Value

December 12, 2007

2008 3M Outlook Meeting




3M 2008 Outlook Meeting

Forward-Looking Statements

These presentations contain forward-looking information (within the meaning of the Private Securities Litigation Reform Act of 1995) 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," and other words and terms of similar meaning in connection with any discussion of future operating or financial performance. Among the factors that could cause actual results to differ materially are the following: (1) worldwide economic conditions; (2) competitive conditions and customer preferences; (3) foreign currency exchange rates and fluctuations in those rates; (4) the timing and acceptance of new product offerings; (5) 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); (6) 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; (7) generating less productivity improvements than estimated; and (8) 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 Dec. 31, 2006 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 "Risk Factors" in Part I, Item 1A (Annual Report) and in 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

- 
- ✓ Strategic summary and performance to-date
 - ✓ Display & Graphics business review
 - ✓ Industrial & Transportation business review
 - ✓ 2008 outlook

What Happened At 3M In 2007

- We overcame the loss of \$255M of Pharma earnings without the benefit of discontinued operations treatment
- We dealt with the loss of \$40M + earnings in a little known end-of-life flex-circuit issue (ink jet mainly)
- We closed inefficient plants in Japan, Italy, US, Canada and New Zealand
- We put massive effort into solving long standing capacity and supply chain issues
- We dealt with a significant legacy of underinvestment in technology
- We bought back record numbers of shares and increased dividends
- We did this in a softer optical environment for 3M

A powerful restructuring of one of America's great companies took place before your eyes



Why We Are Confident About Our Future

- Our strategy of accelerating growth and maintaining premium margins is working
- 3M's traditional core is getting stronger and more businesses are contributing to a higher growth rate environment
- 3M has the greatest technical and film manufacturing capability in the world; it comprises optical, mirror, color, solar, architectural, automotive, graphic and window films business
- 2008 will be used to secure the future of the optical films element. We have the financial plans in place to fund this investment

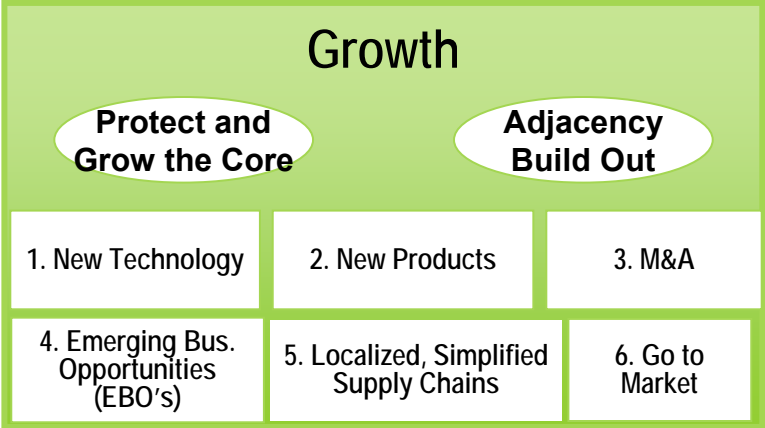
We Will Deliver Double-Digit EPS Growth in 2008



The World 3M Lives In

- A portfolio of mostly short cycle businesses which can create short-term variability on a quarter-by-quarter basis, but has consistently delivered on a year-by-year basis
- A wide geographic portfolio increasingly focused on high growth emerging markets
- In countries where manufacturing migration is an issue, emphasis on less affected products (health care, security, worker safety, education, consumer and government)
- We are the best technology sharing company in the world and among the most innovative
- An incredibly diverse product portfolio that mostly inoculates us against one or even two market declines
 - *Markets where we have generally taken share in 2007*

Growth Inspired By Our Customers, Balanced with Operational Excellence



Operational Excellence Within A Growth Culture Is Essential



Our Direction Remains...

- Investing to accelerate sustainable, profitable growth
- Continue to strengthen the traditional core of 3M and further build on our enduring franchises
- Accelerating international growth, still enhanced by FX benefits
- Steady diet of tuck-in acquisitions
- Continue to optimize our supply chains
 - *Not just about foot print*
 - *Increasing sourcing in low cost countries*
- Driving operational excellence to maintain superior margins and ROIC
- Steadily increasing dividends and consistent share buy backs
- Provide attractive returns and maintain flexibility to grow

...And Our Formula Is Working

(\$Billions)	2005	2006	Q307 YTD
Sales	\$20.4	\$22.1	\$18.3
% Growth		+9%	+10%
O.I.	\$4.6	\$4.9	\$4.2
% to Sales		22%	23%
EPS	\$3.92	\$4.26	\$3.79
% Growth		9%	18%
ROIC	22%	22%	22%

Accelerating growth

Maintaining best-of-breed

Double-digit gains

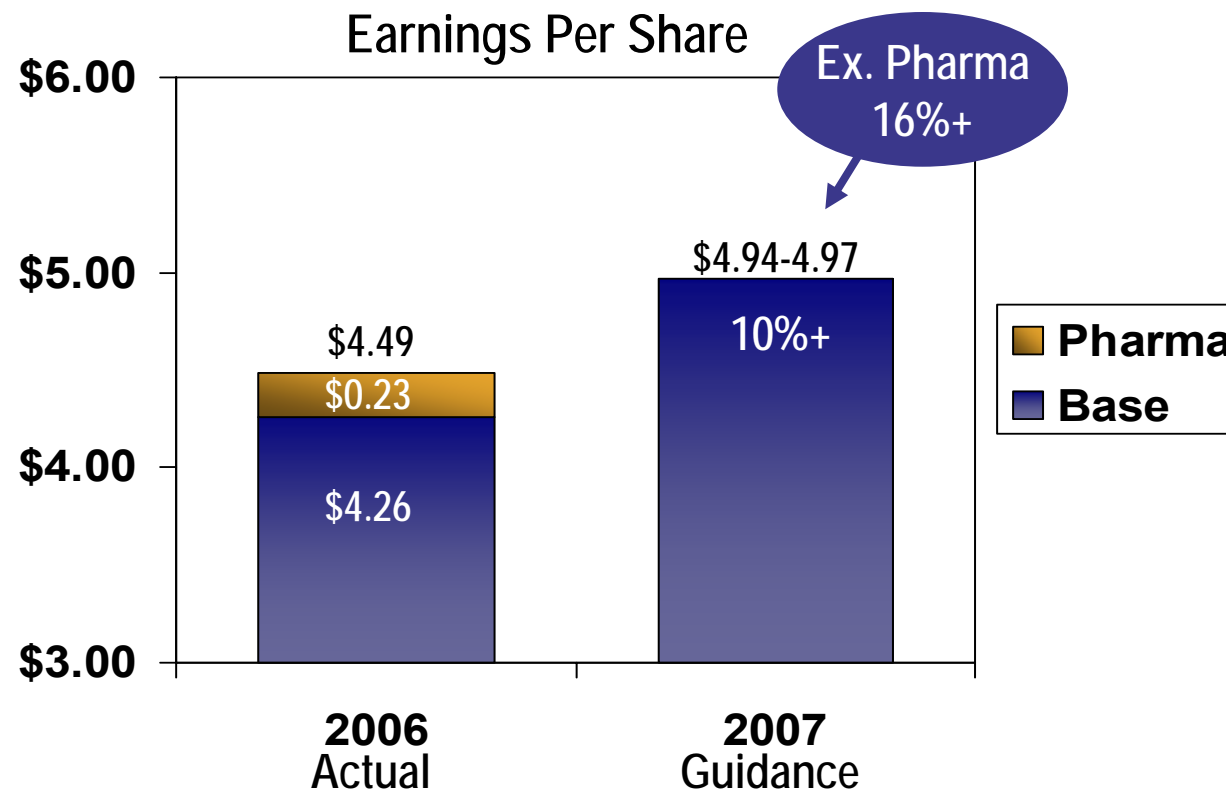
Premium asset returns

Executing the Plan

Amounts exclude special items and pharma in all periods. See appendix for GAAP reported numbers. Return on Invested Capital is a non-GAAP measure; see appendix for a full reconciliation to GAAP results.



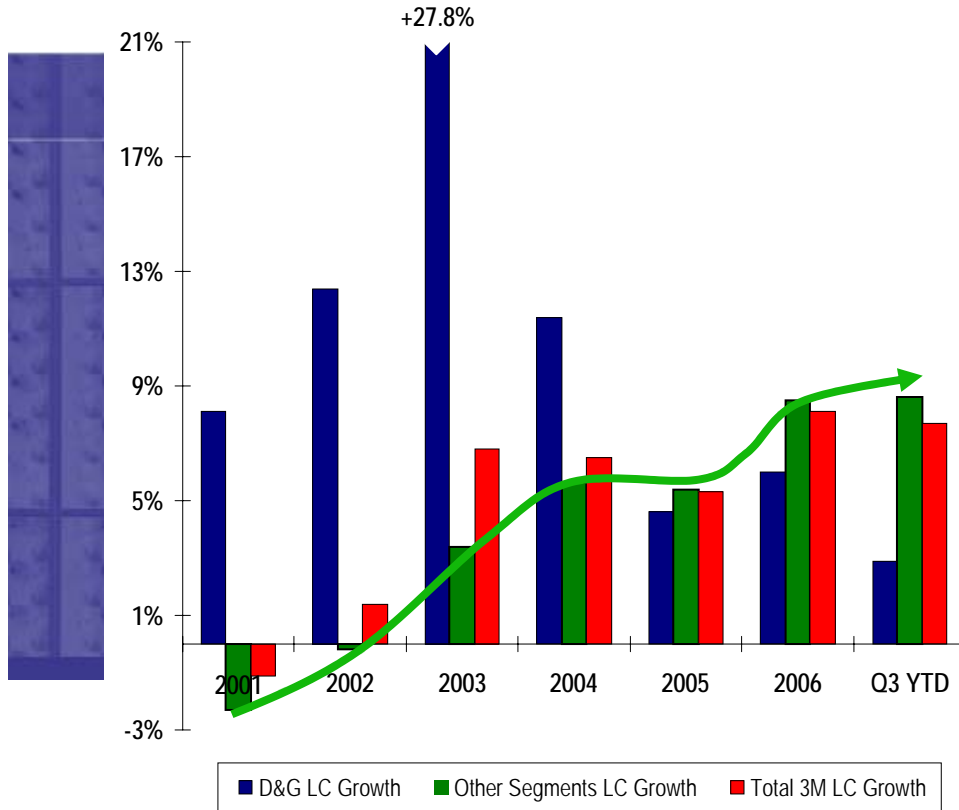
Delivering Double-Digit EPS Growth In 2007 Despite Impact Of Pharma Divestiture



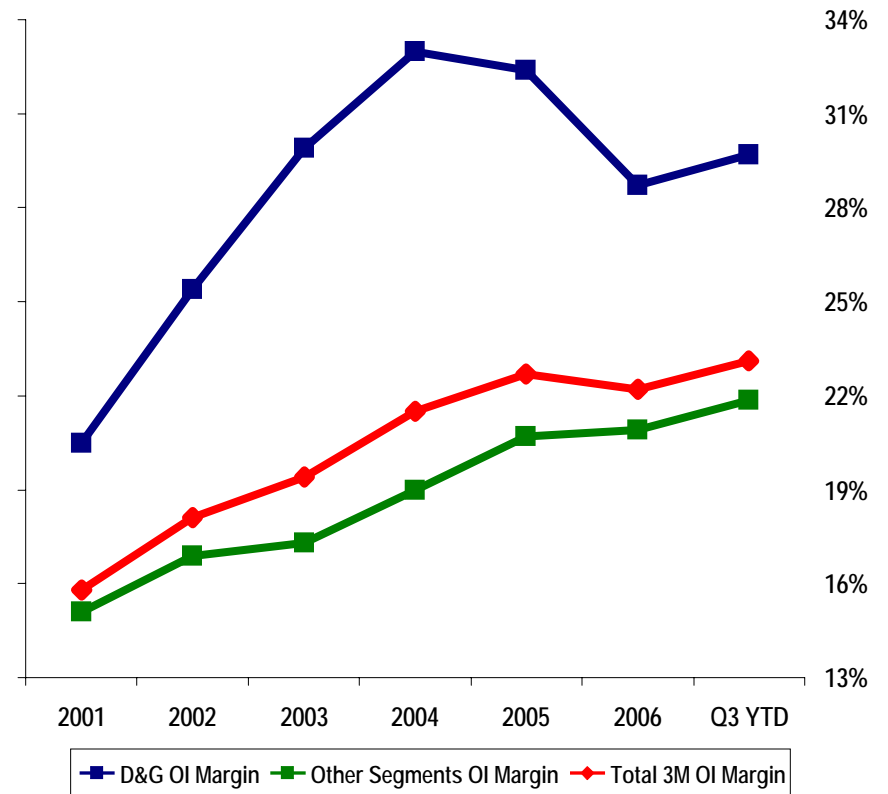
Accelerated Sales Growth and Operational Excellence Is Driving Results

All Businesses Contributing, But Changing

Total Local Currency



Operating Margins

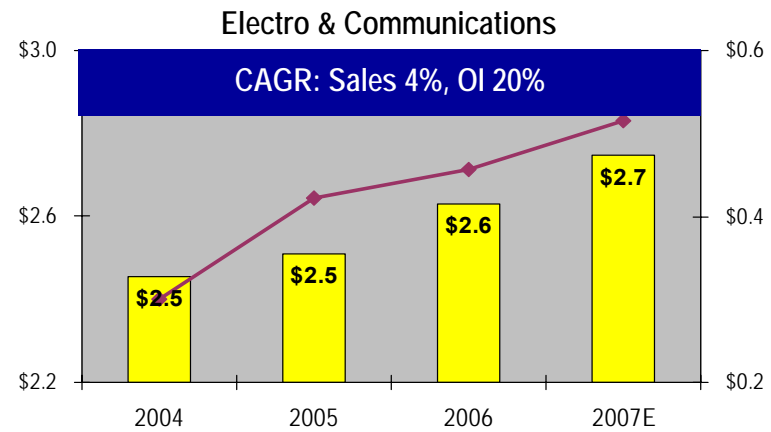
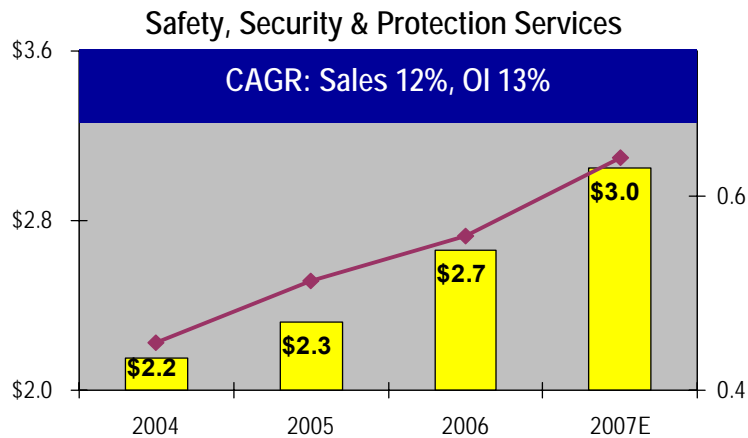
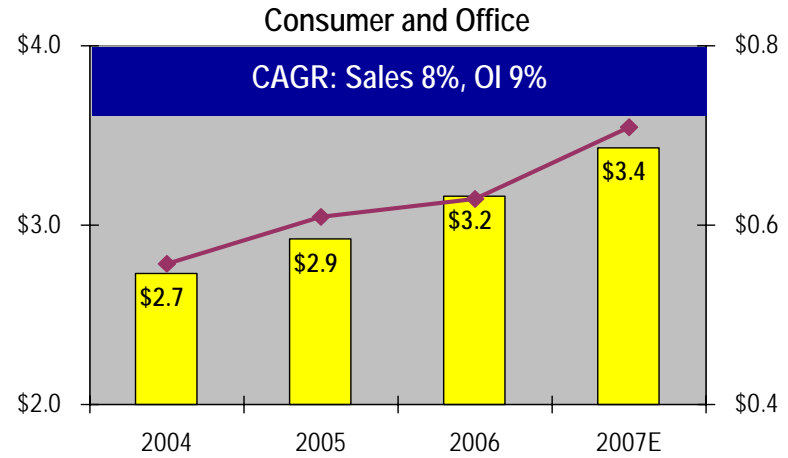
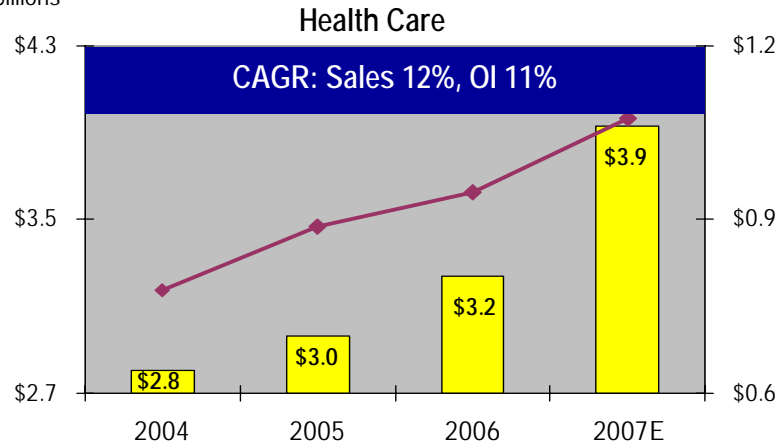


Portfolio Breadth Strengthens Results



An Outstanding Portfolio: Growing, Profitable, Stable

\$ in billions



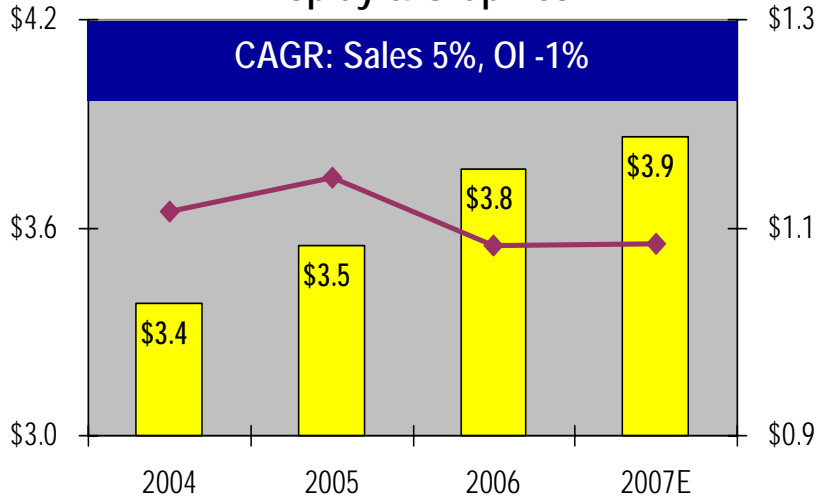
All Are Growing, Profit-Producing Machines

An Outstanding Portfolio: Growing, Profitable, Stable

\$ in billions

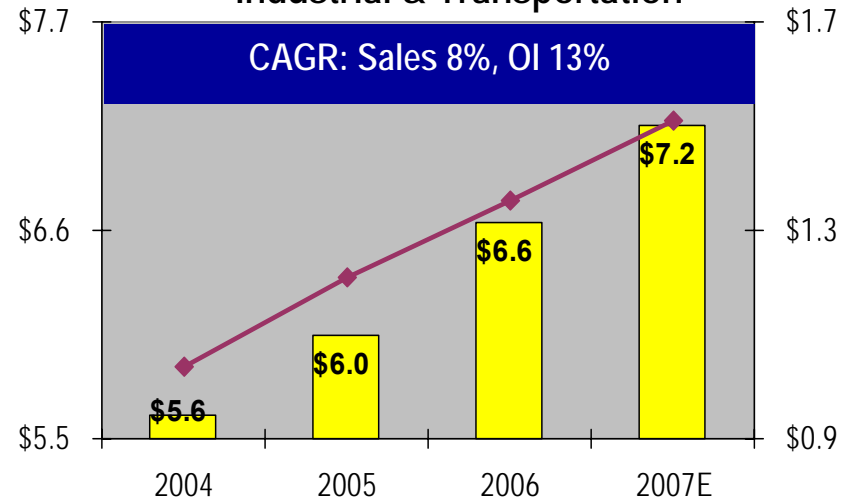


Display & Graphics



- Commercial Graphics/Traffic Safety Systems – large, profitable, market leaders
- Ensuring an enduring franchise in Optical Systems
- 3M created all of these markets

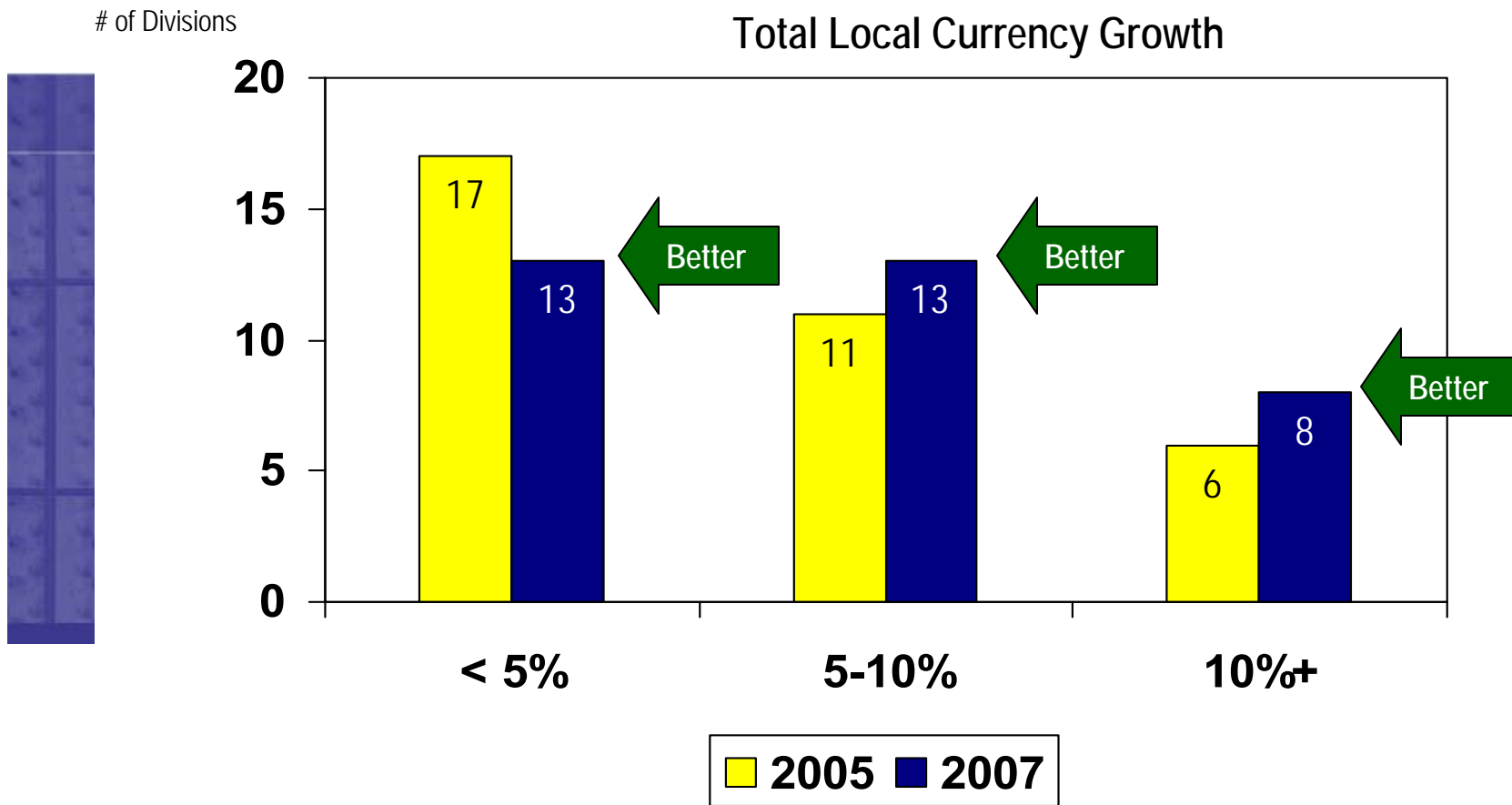
Industrial & Transportation



- The traditional 'roots' of 3M
- Diverse product mix - abrasives, tapes, automotive OEM and aftermarket, filtration, etc.
- Accelerating growth and margins

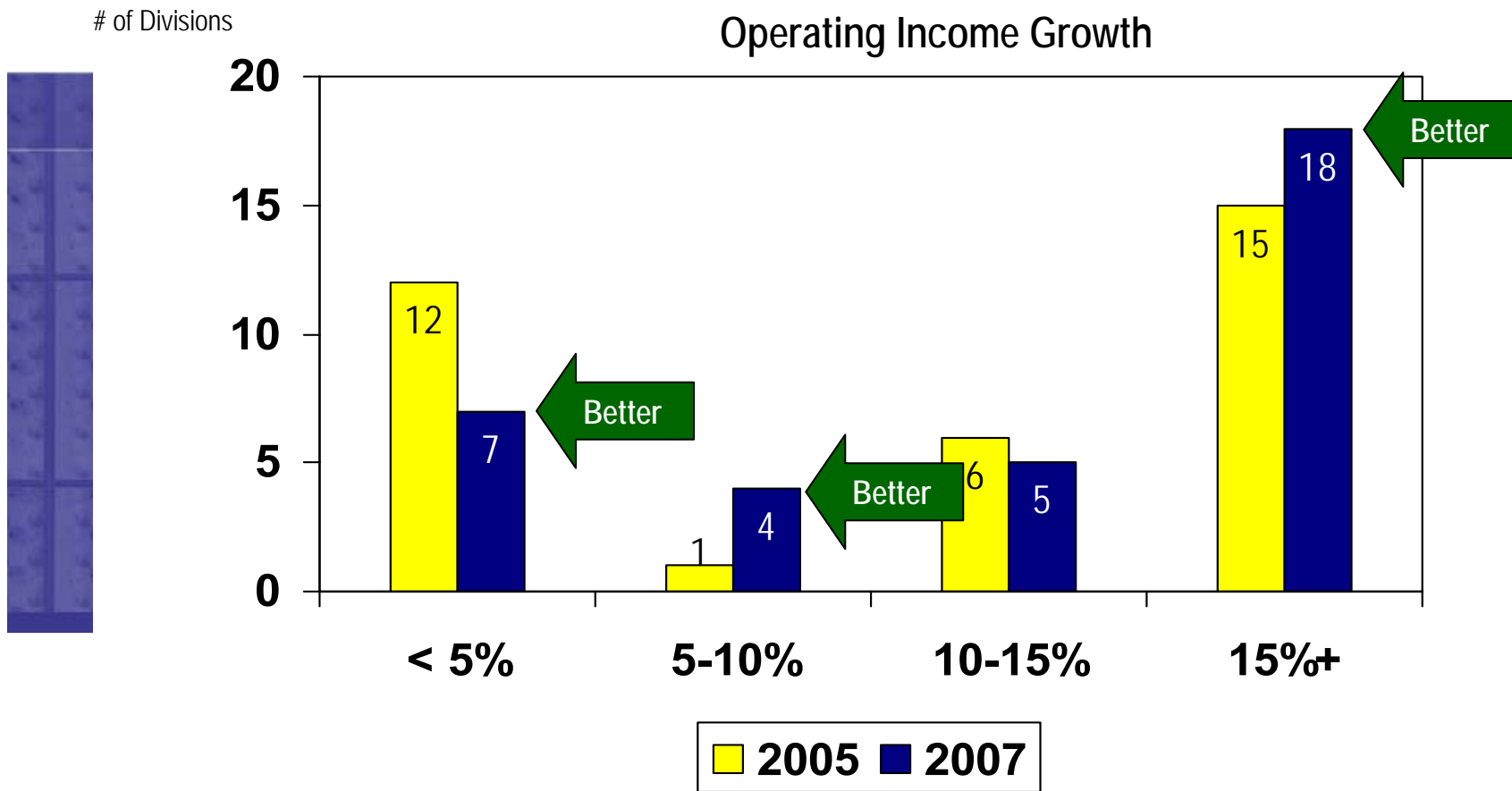
***Large, Profitable Businesses Driven By Customer-Inspired Innovation;
Both Represent The 'Core' of 3M***

More Divisions Are Growing Faster...



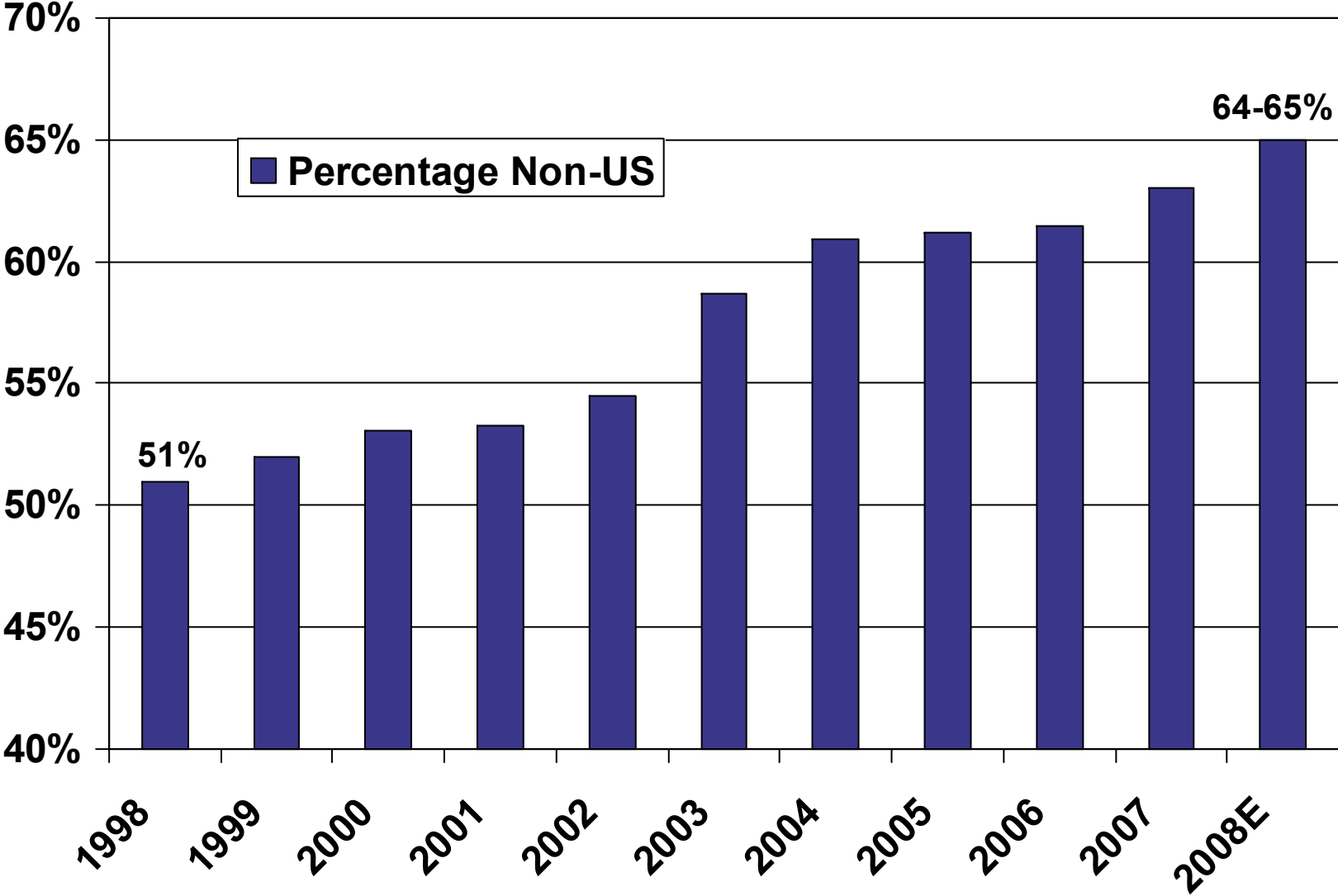
An Improved Growth Profile with Lower Risk

...And More Divisions Are Accelerating Profit Growth As Well



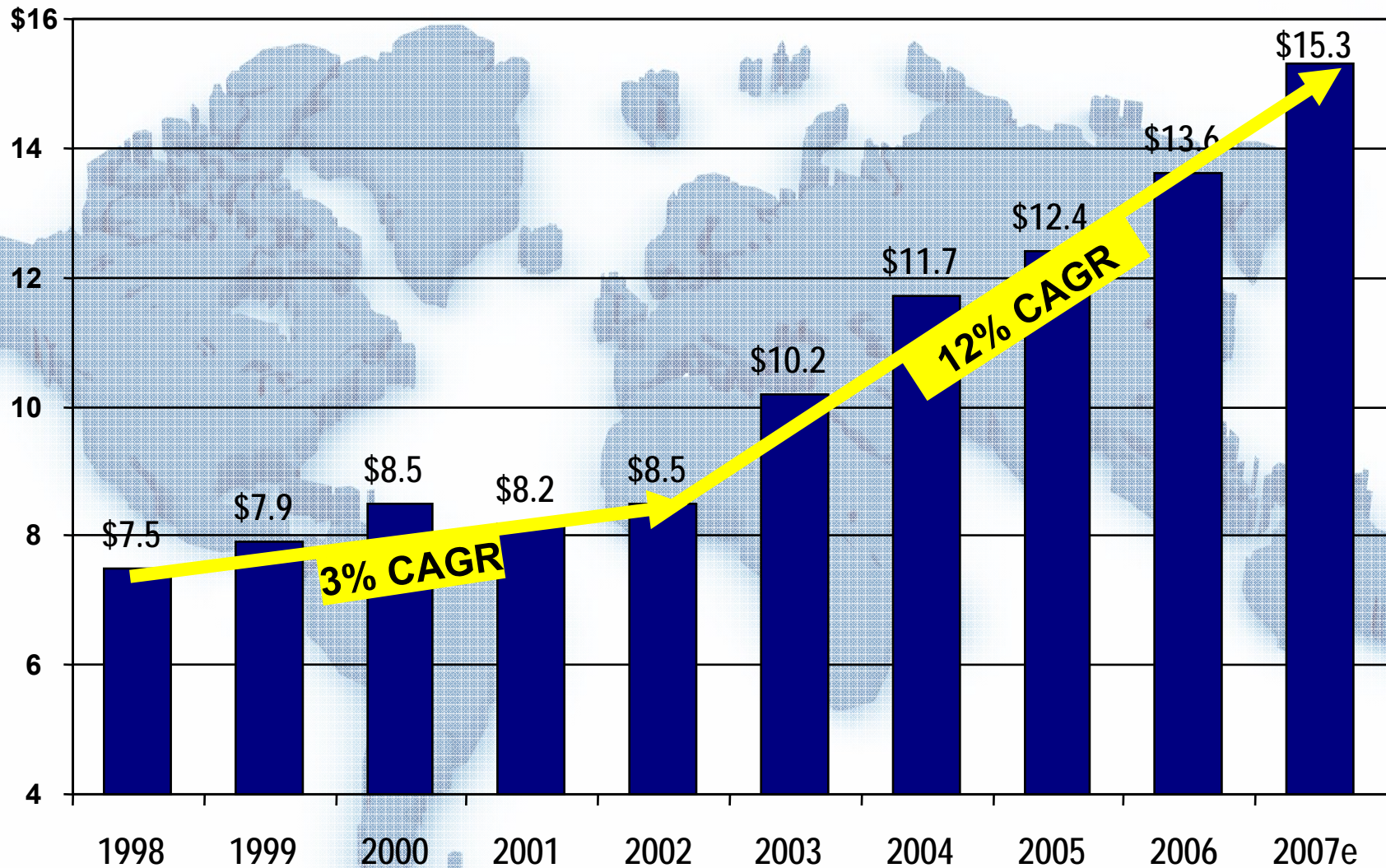
Gaining Competitiveness Across 3M

3M's Dependency on US Economy Lessens Over Time



Accelerating International Sales Growth...

(Billions)

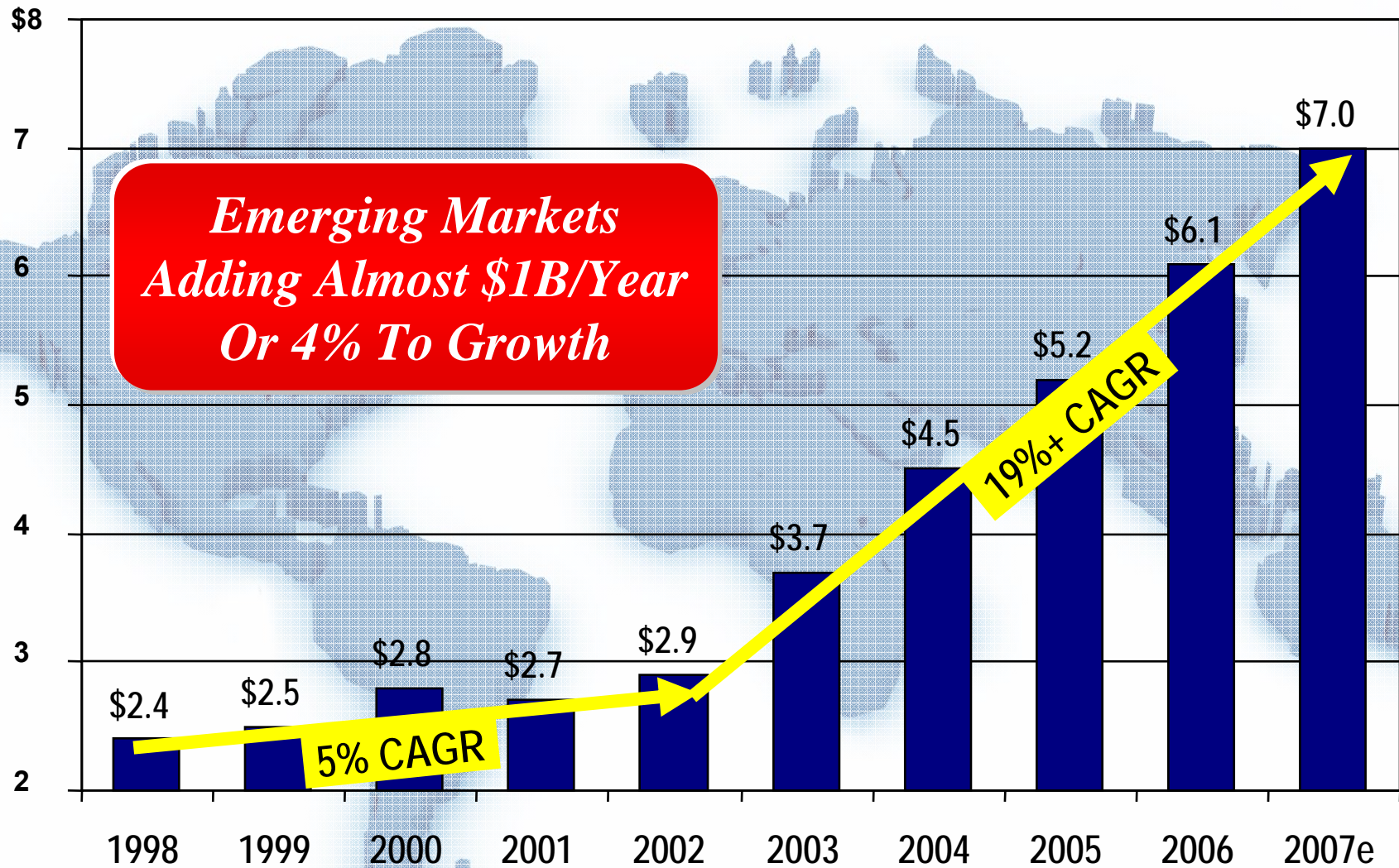


Our Single Largest Growth Platform...



...With a Growing Percentage of Emerging Market Sales

(Billions)

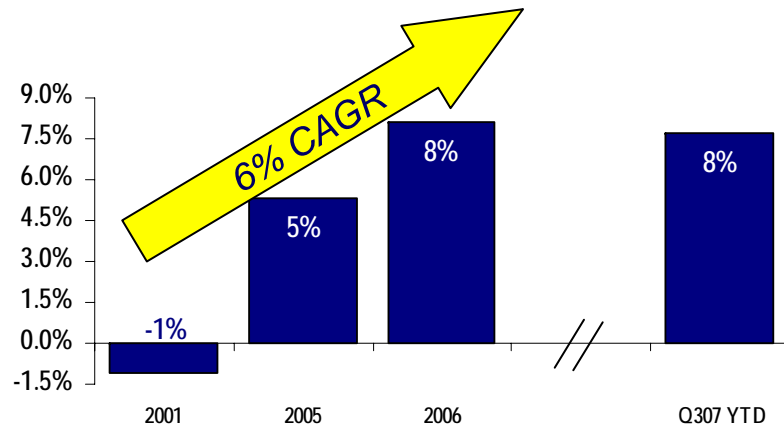


Emerging Markets = Central/Eastern Europe + Middle East Africa + Asia Pacific ex. Japan + Latin America

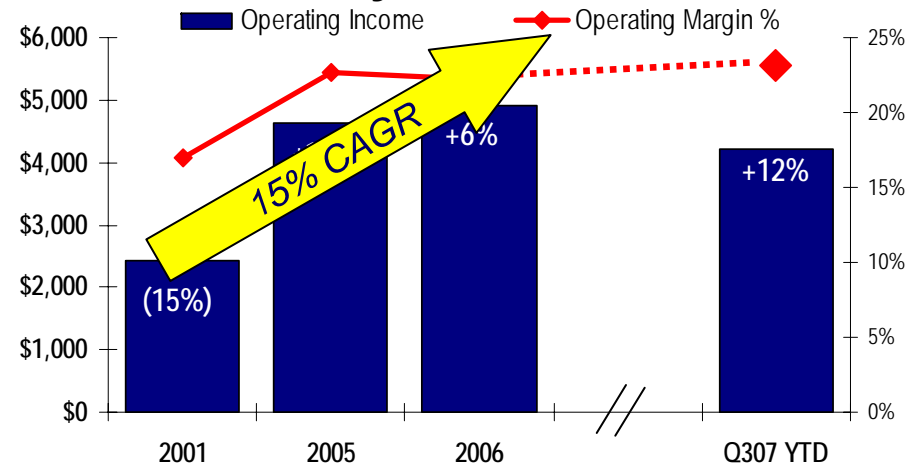


A Long-Term Track Record Of Success

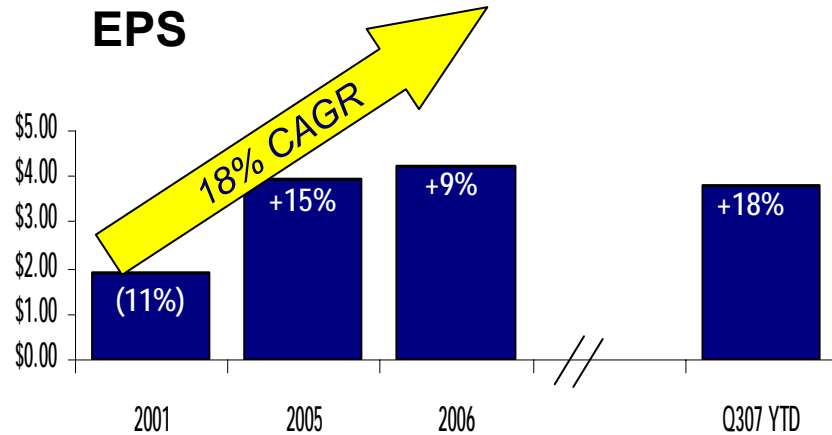
Total LC Growth



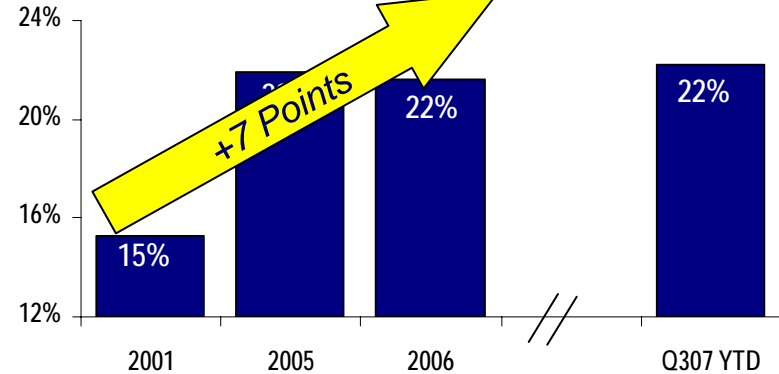
Profitability



EPS



ROIC



Accelerating Sustainable Growth And Driving Premium Returns



Today's Agenda



Strategic summary and performance to-date



Display & Graphics business review

Mike Kelly –

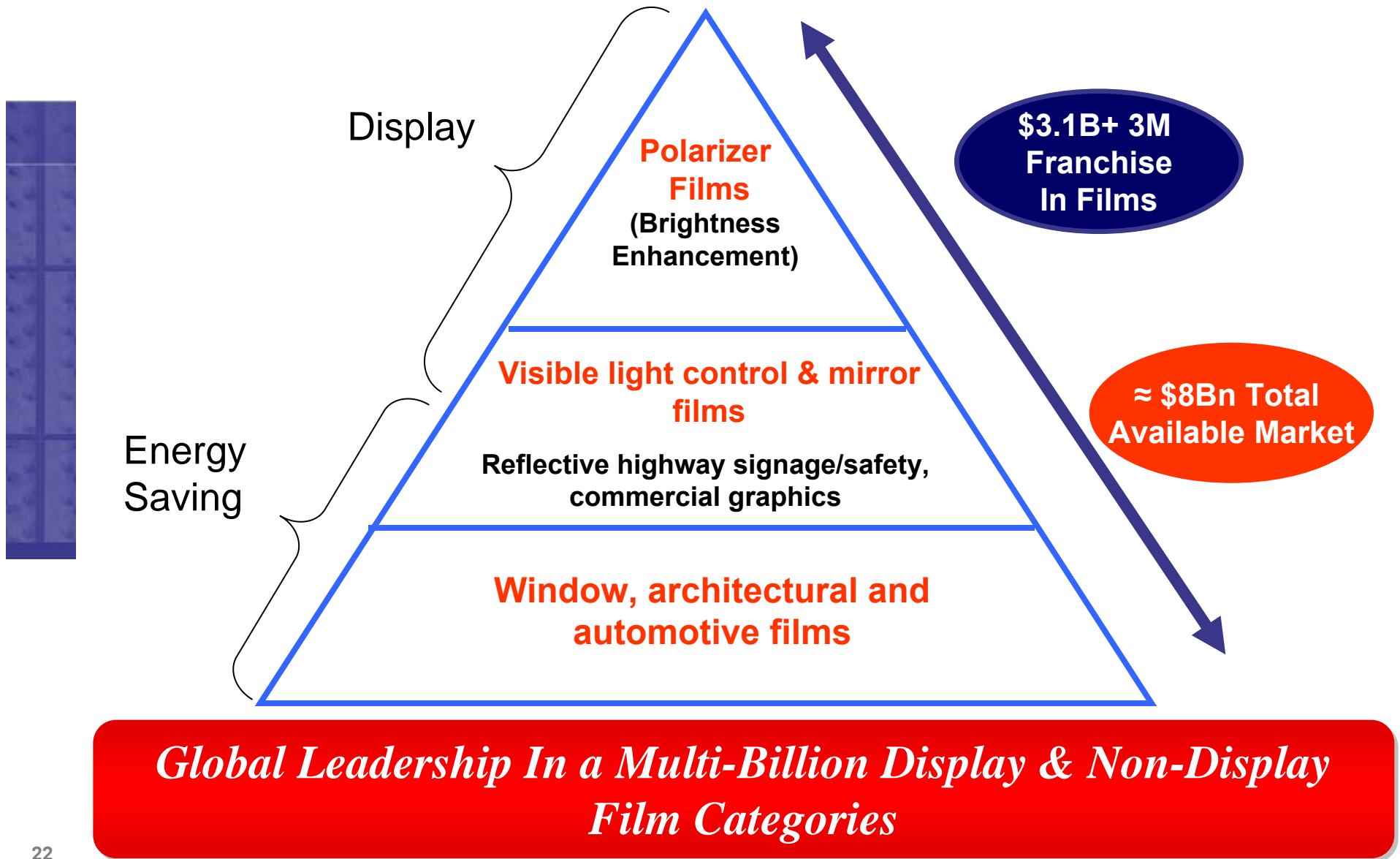
Executive Vice President Display & Graphics

So To Summarize On Optical Systems...

- 3M is the undisputed leader in technology, innovation and service in this space; customers are very supportive
- Our manufacturing capability is the best in the world, and we have the capacity needed to compete well into the future
- While we are going through a pricing/penetration transition in 2007-08, Display and Graphics' operating margins will still be above overall 3M levels
 - *24.5% to 25.5% is a reasonable expectation for 2008*
- The Optical transition is easily manageable in light of improvements across our portfolio; overcoming the Pharma divestiture in 2007 is a proof point

Optical Systems Remains One Of 3M's Crown Jewels

3M's Film Franchise Is Far More Than Optical

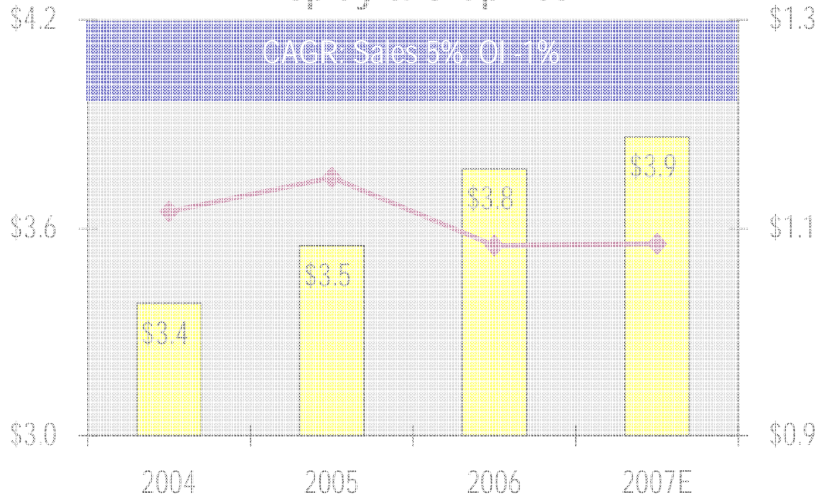


An Outstanding Portfolio: Growing, Profitable, Stable

\$ in billions

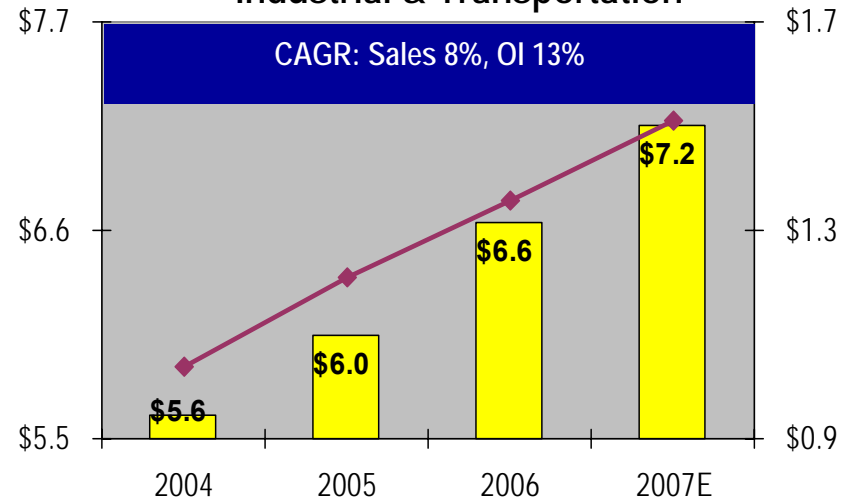


Display & Graphics



- Commercial Graphics/Traffic Safety Systems – large, profitable, market leaders
- Ensuring an enduring franchise in Optical Systems
- 3M created all of these markets

Industrial & Transportation



- The 'roots' of 3M
- Diverse product mix - abrasives, tapes, automotive OEM and aftermarket, filtration, etc.
- Accelerating growth and margins

***Large, Profitable Businesses Driven by Customer-Inspired Innovation;
Both Represent The 'Core' of 3M***

Today's Agenda



Strategic summary and performance to-date



Display & Graphics business review



Industrial & Transportation business review

H.C. Shin –

Executive Vice President Industrial & Transportation

Chris Holmes –

Vice President & General Manager Abrasive Systems

Industrial & Transportation Is An Outstanding Business

- 3M's largest business with sales exceeding \$7 billion
- A consistent performer, driven by a balanced management approach...lead with productivity and operational excellence, which become the seeds of future growth
- Home to many enduring 3M franchises, including the rebirth of our oldest business...industrial abrasives
- Tremendous growth opportunities in developing economies...growing 25%-plus

*A Stabilizing Factor In Our Portfolio,
Yet Growth Opportunities Abound*

Today's Agenda



Strategic summary and performance to-date



Display & Graphics business review



Industrial & Transportation business review



2008 outlook

2008 Expectations For 3M Company

- Double-digit sales growth
 - *5-8% organic, 3% + of acquisition, 2-3% positive FX at current rates*
- Sales growth boosted by 3M's growing international presence, additionally lifted by FX gains
- 10% earnings per share growth
 - *Quarterly splits are non-linear; Q1 will be most difficult (fewer billing days, timing of Easter holiday)*
- Operating margin 22.5% to 23.5%
- Tax rate 31.5% to 32.5%
- Cap ex \$1.4 – 1.5B

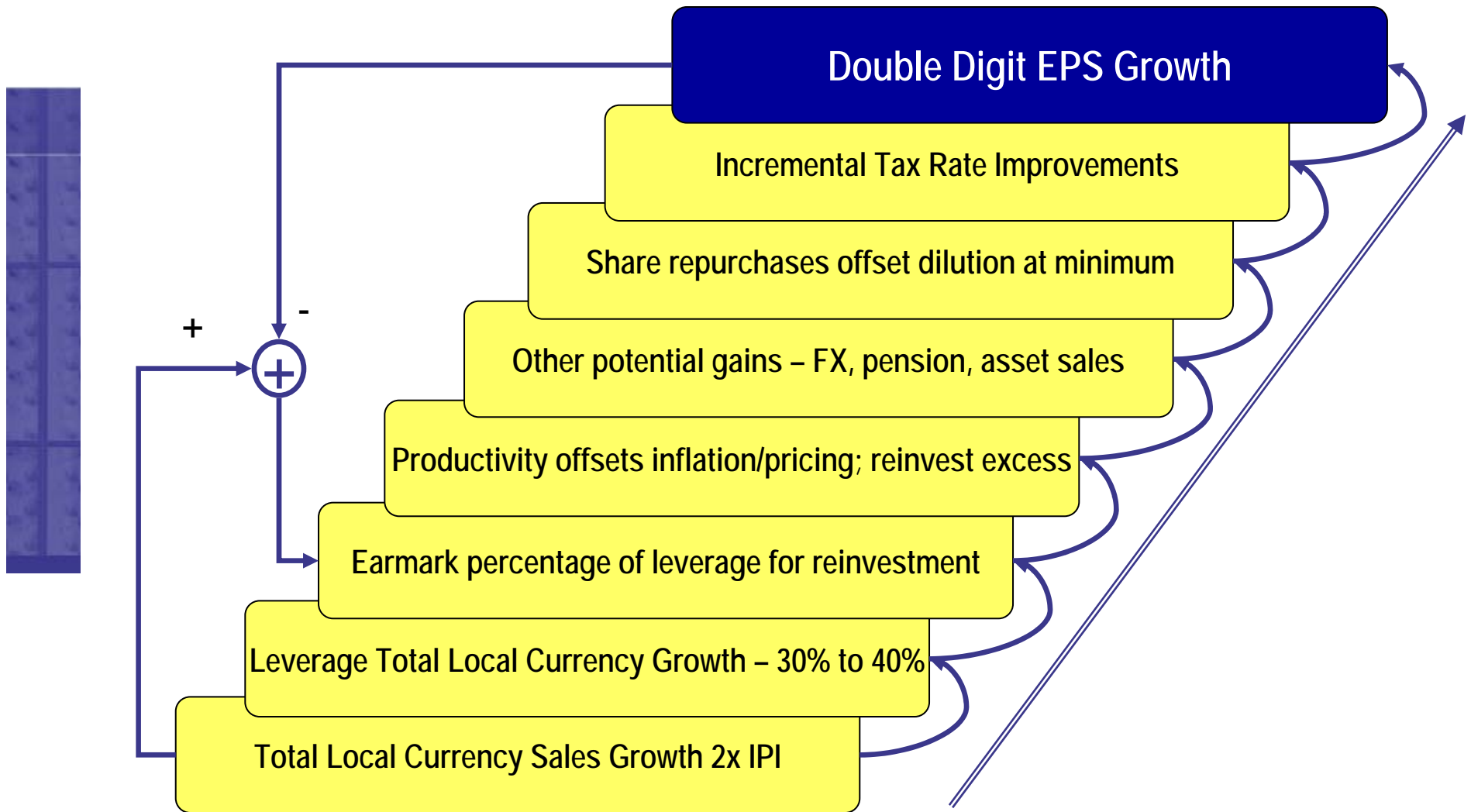
Outlook For 2008

- **Moderately softer but stable worldwide economic growth**
 - *Strong and sustainable growth in developing economies – BRICP and beyond*
 - *Continued slow US, but still growing; H2 stronger than H1; no relief on residential housing*
 - *Low single-digit IPI growth in Western Europe, Japan*
 - *Higher commodity prices/RMs; raising prices to help offset*
- **Investments**
 - *R&D investments*
 - *Plant start-ups*
 - *Investing in emerging markets*
 - *LCD films*
- **Productivity**
 - *Lean Six Sigma*
 - *Benefit cost containment*
 - *G&A leverage*
- **Tailwinds**
 - *Favorable currency trends*
 - *Fewer shares outstanding*

Actively Managing Whatever Comes Our Way

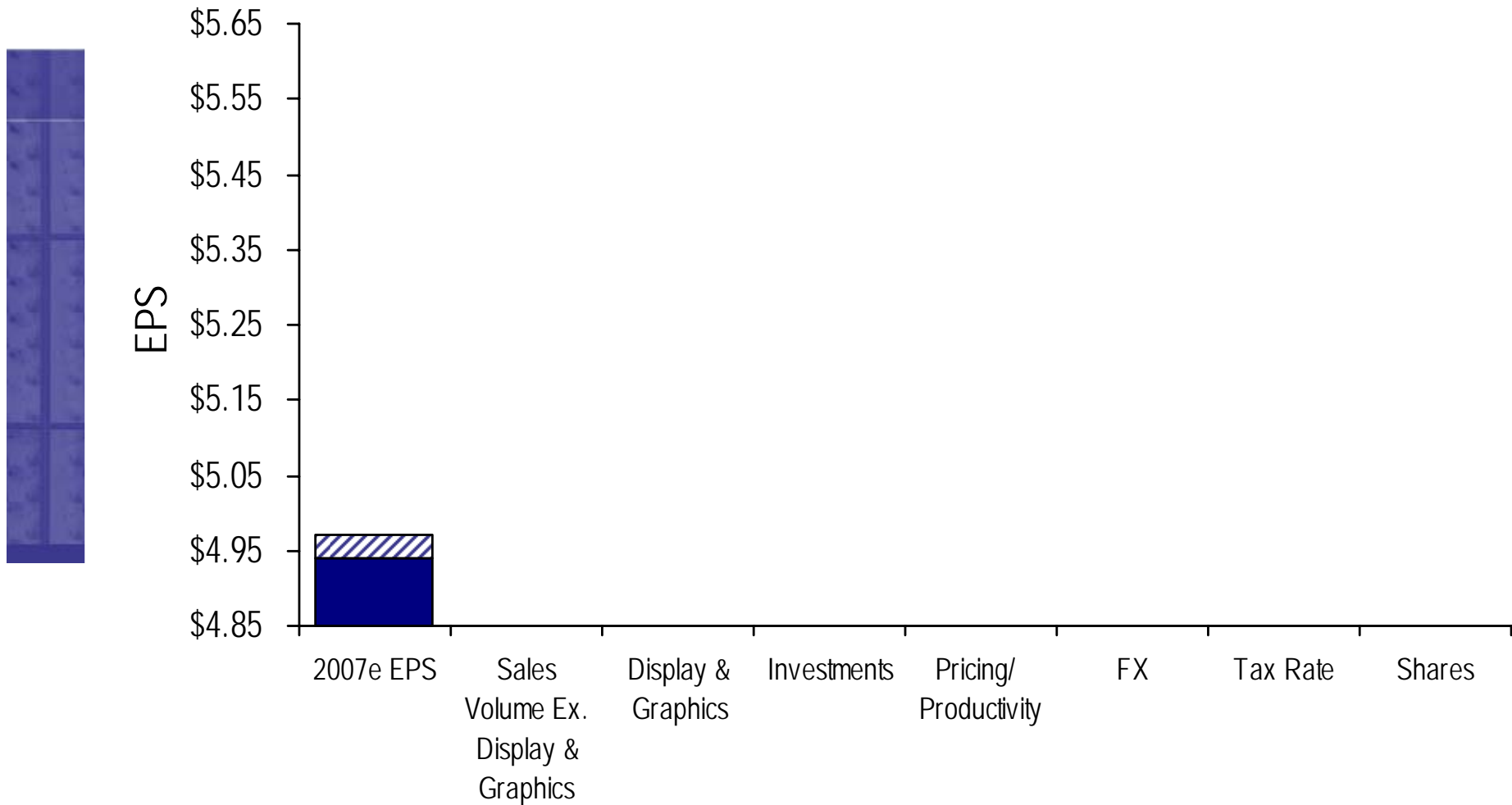


3M's Iterative Financial Planning Model



Delivering Sustainable Long-Term Shareholder Return


2008 Planning Model

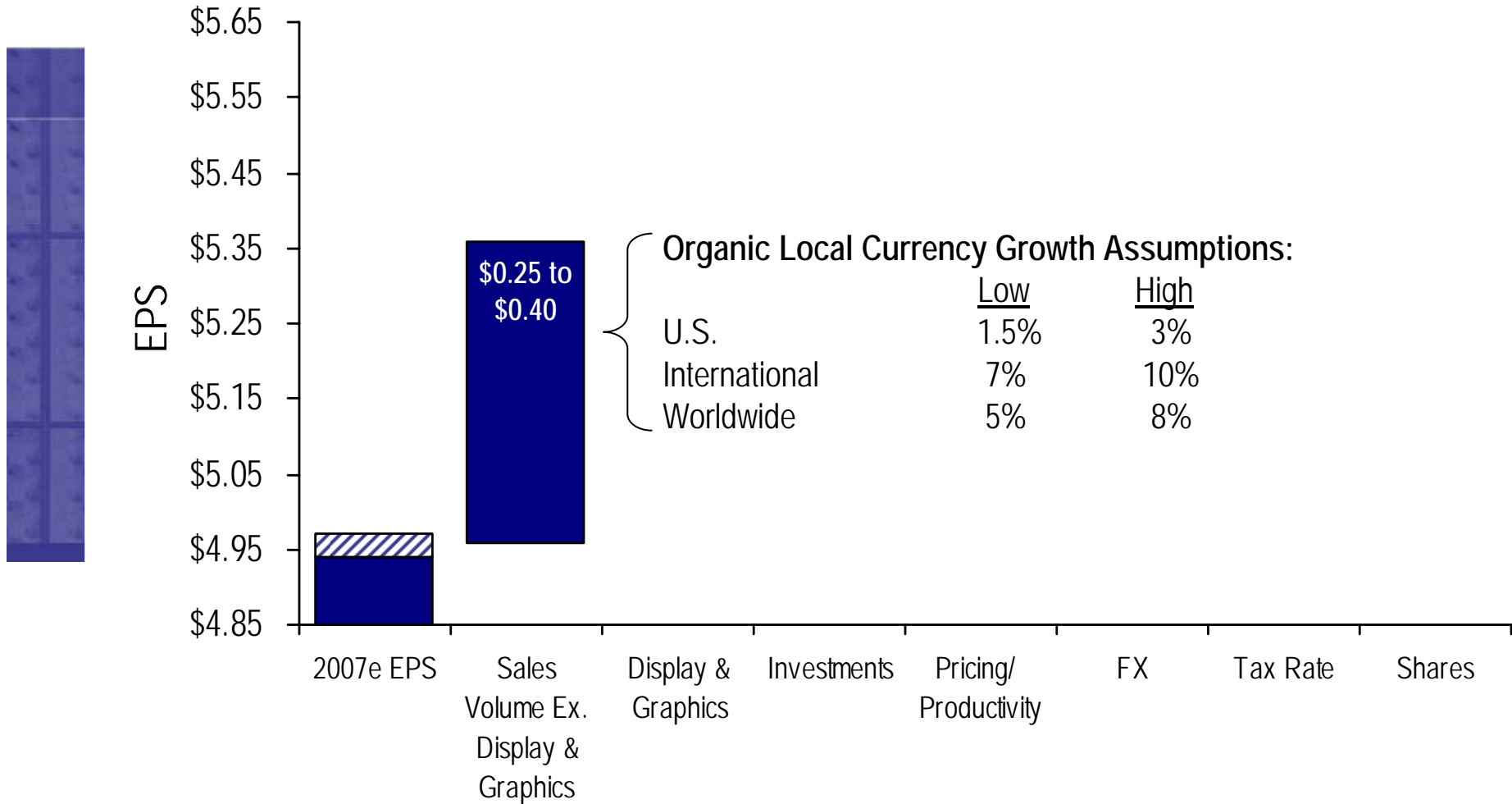


*Amounts exclude special items and pharma in all periods.



2008 Planning Model


 2007 Guidance \$4.94 - \$4.97

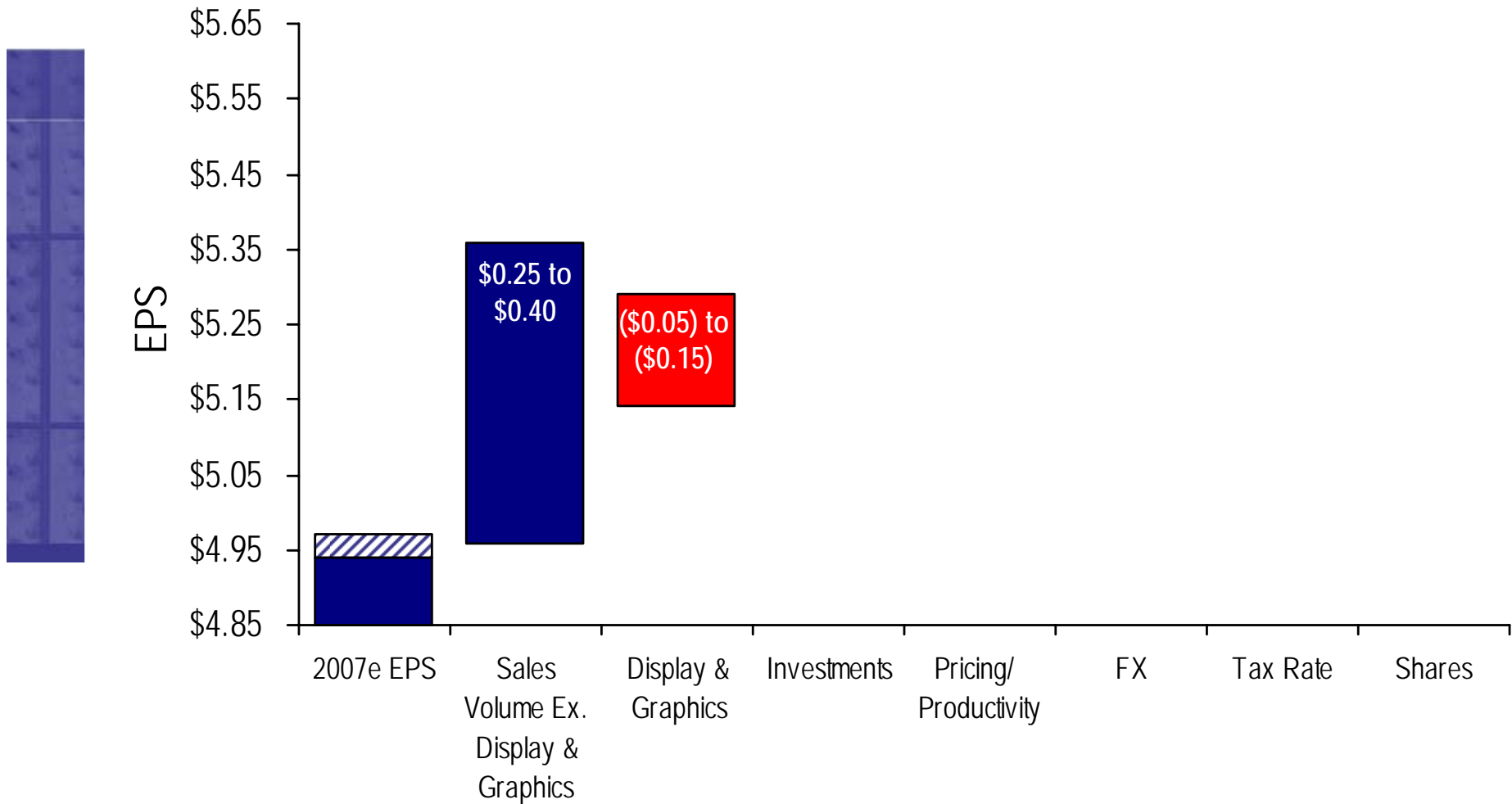


*Amounts exclude special items and pharma in all periods.



2008 Planning Model


 2007 Guidance \$4.94 - \$4.97

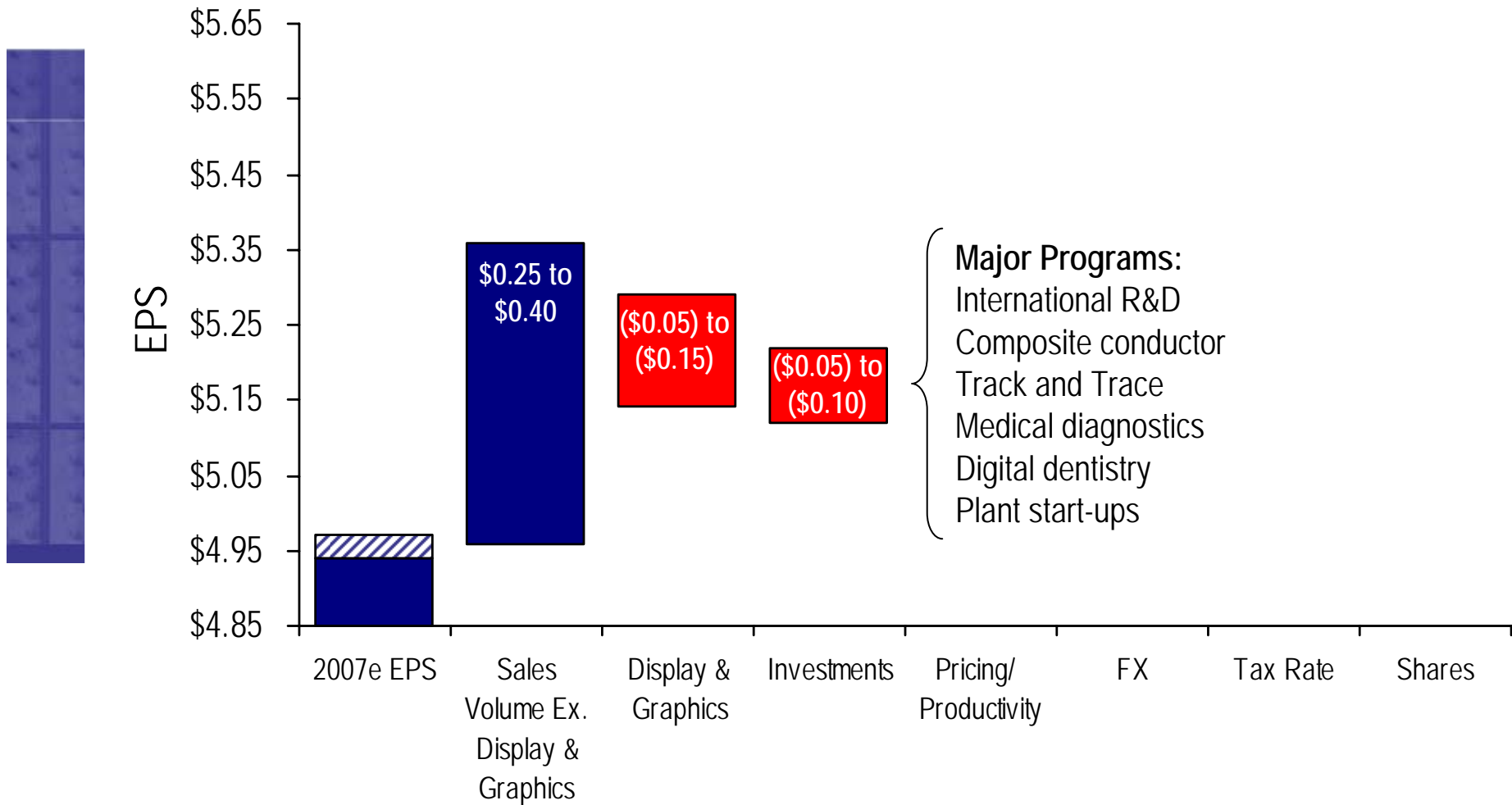


*Amounts exclude special items and pharma in all periods.



2008 Planning Model


 2007 Guidance \$4.94 - \$4.97

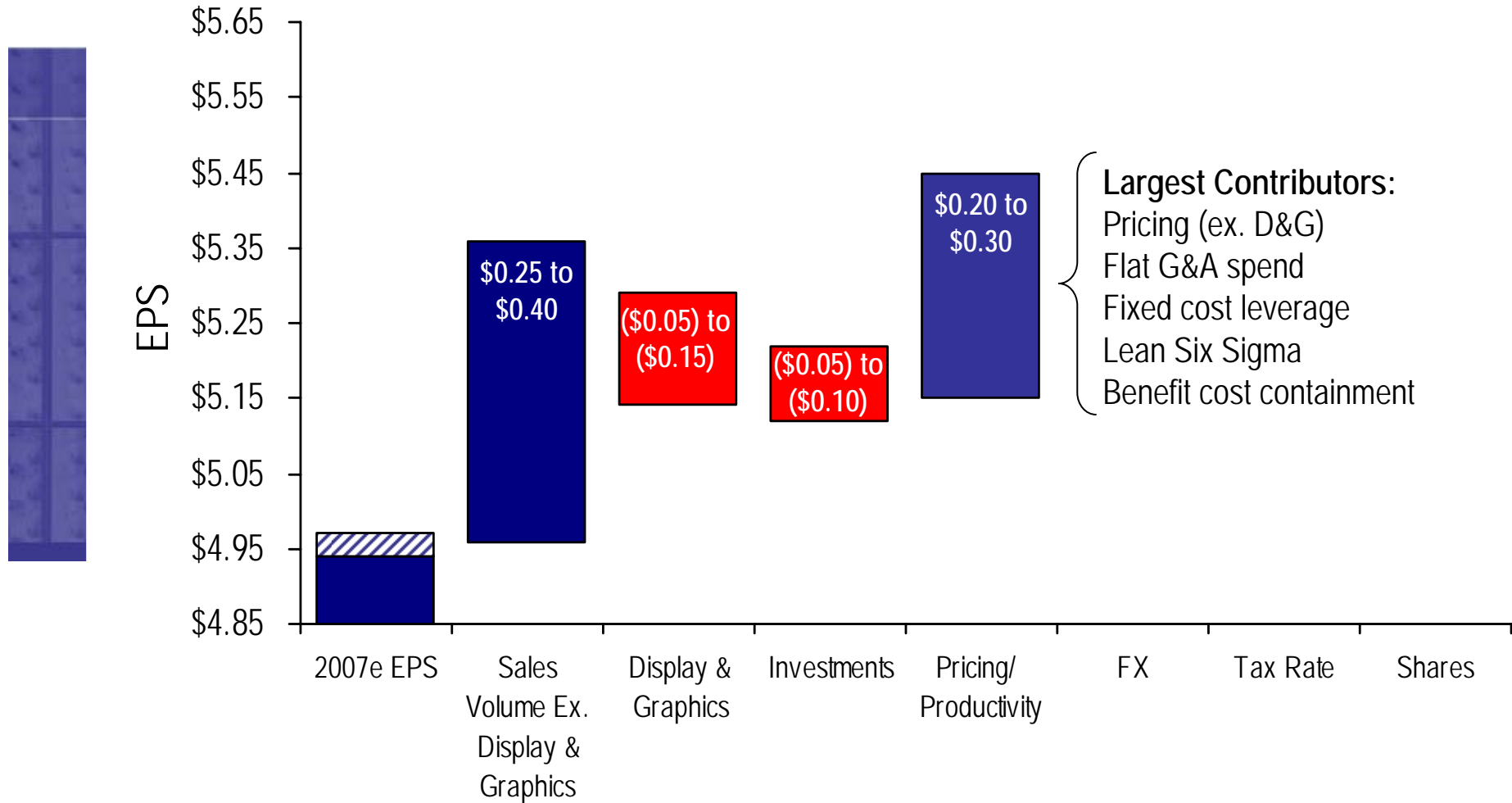


*Amounts exclude special items and pharma in all periods.



2008 Planning Model


 2007 Guidance \$4.94 - \$4.97

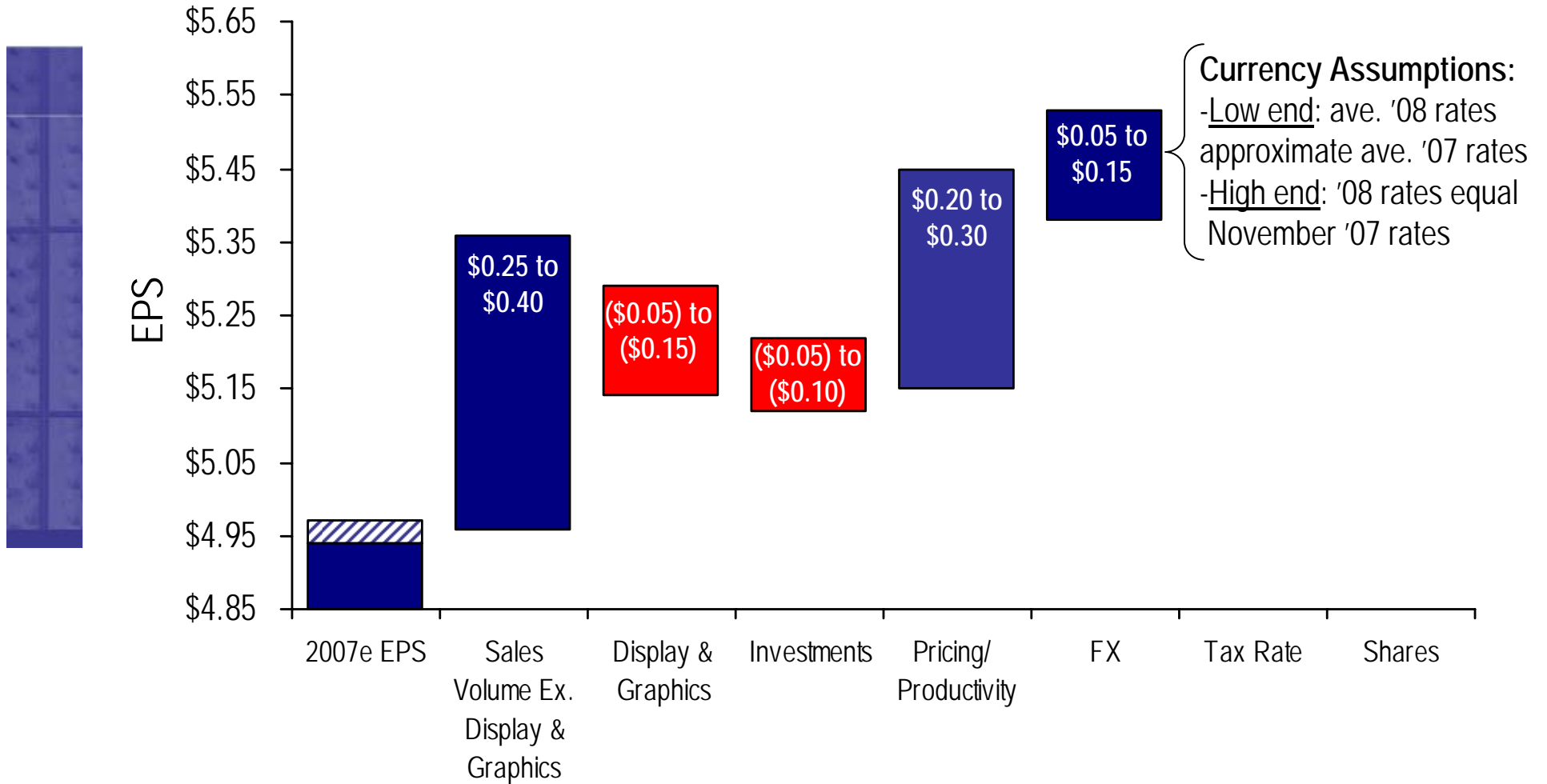


*Amounts exclude special items and pharma in all periods.



2008 Planning Model


 2007 Guidance \$4.94 - \$4.97

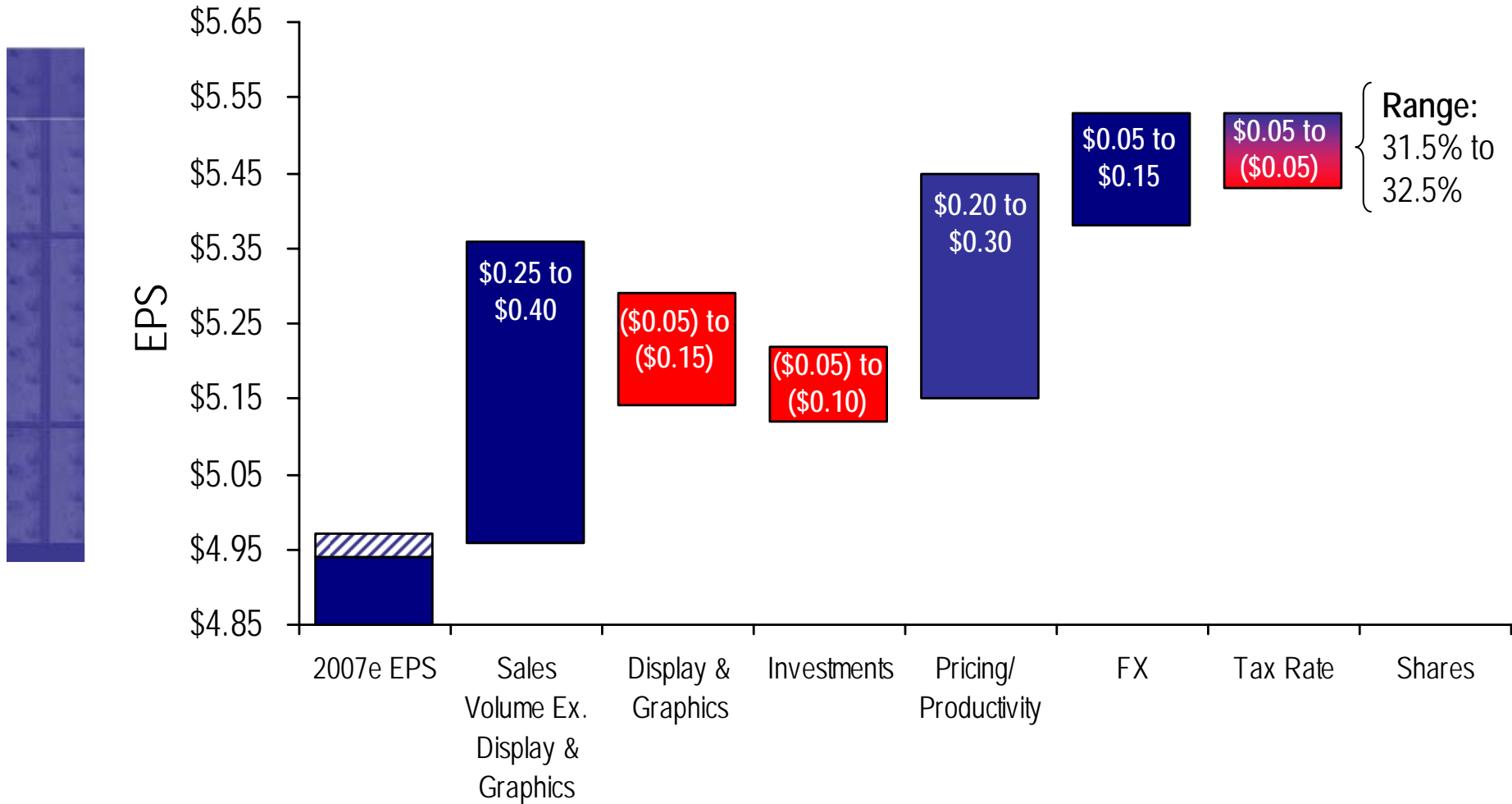


*Amounts exclude special items and pharma in all periods.



2008 Planning Model


 2007 Guidance \$4.94 - \$4.97

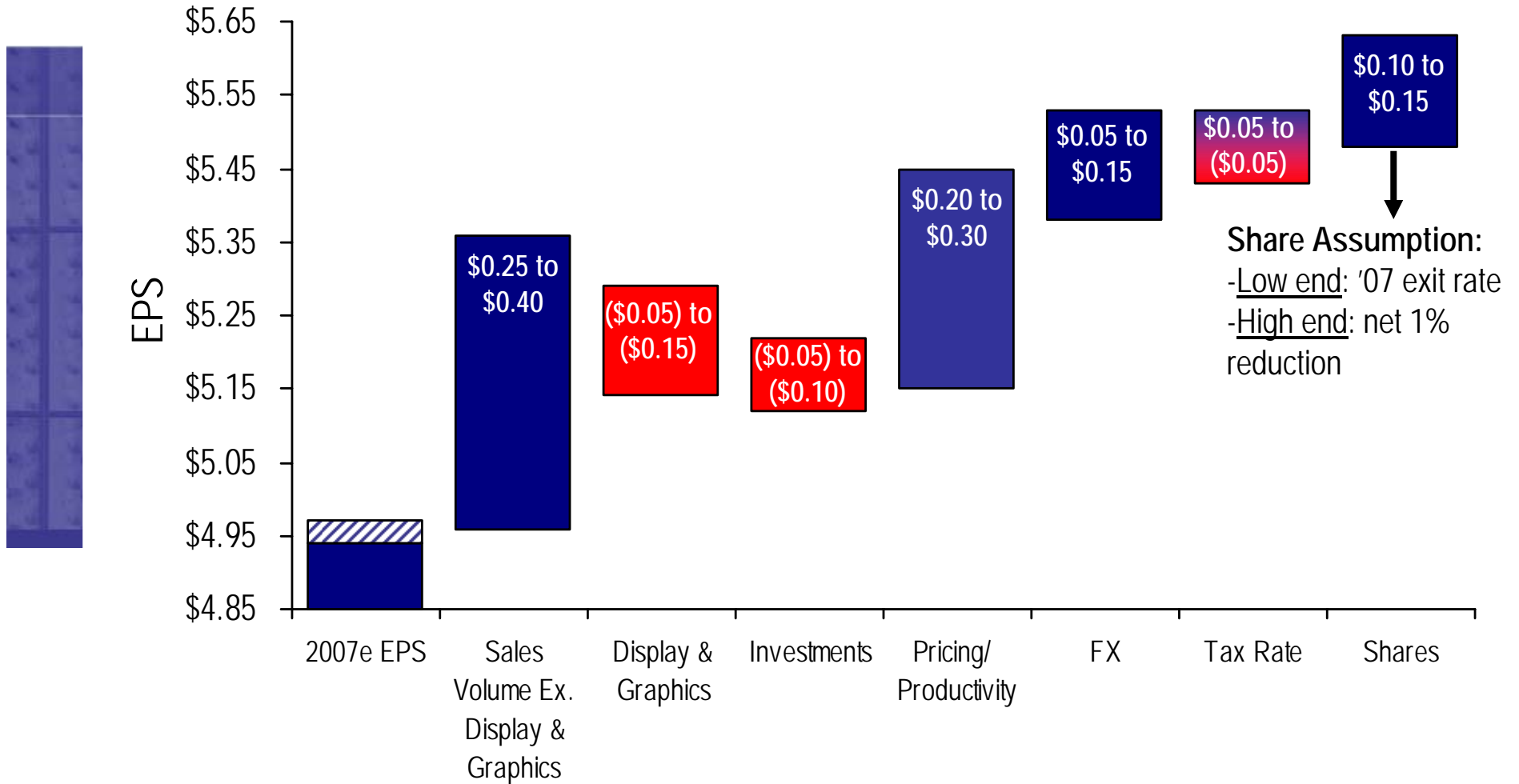


*Amounts exclude special items and pharma in all periods.



2008 Planning Model


 2007 Guidance \$4.94 - \$4.97



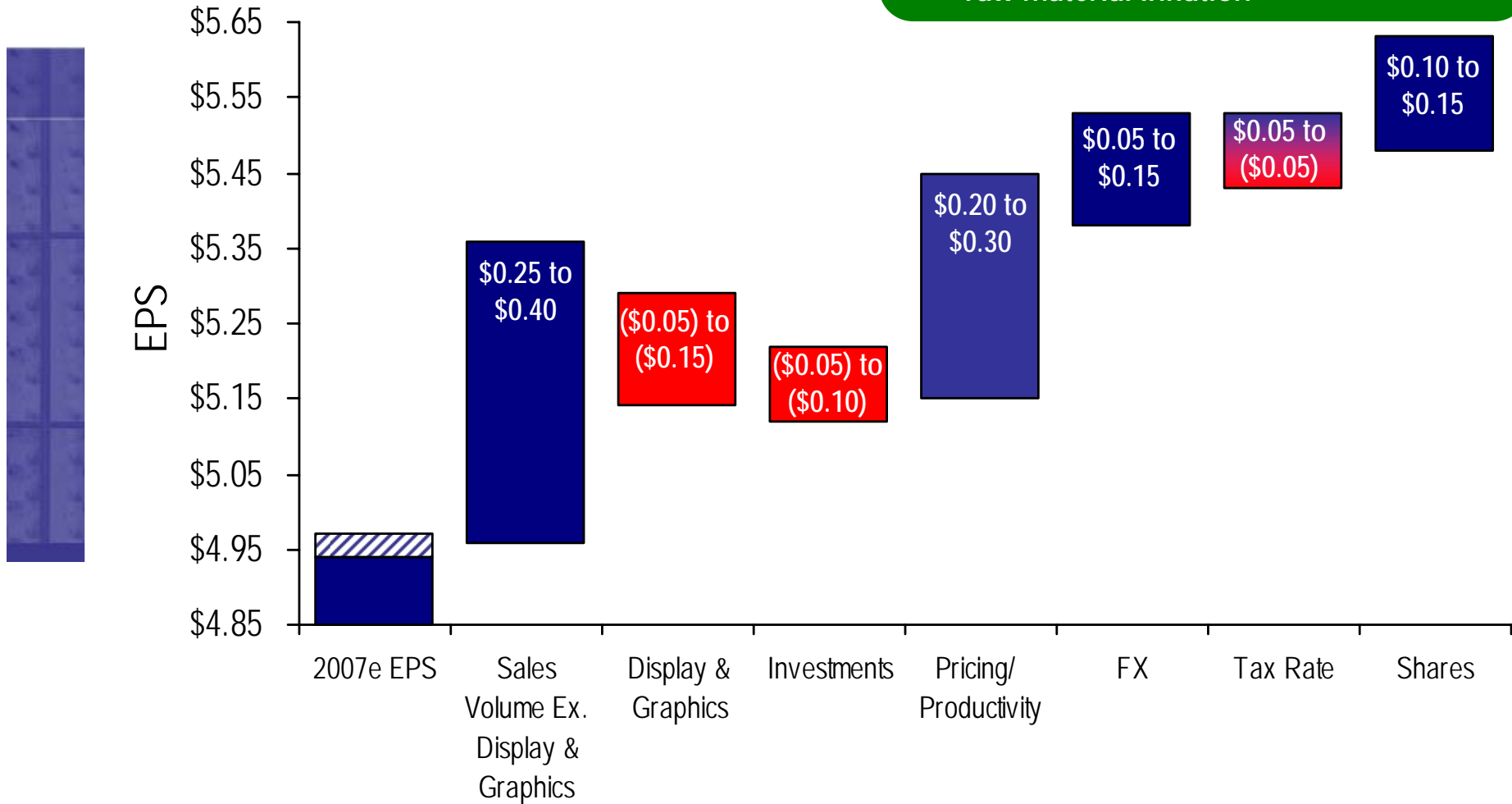
*Amounts exclude special items and pharma in all periods.



2008 Planning Model

 2007 Guidance \$4.94 - \$4.97


- Goal: minimum 10% EPS growth net of investment programs
- Growth and operational excellence offset raw material inflation

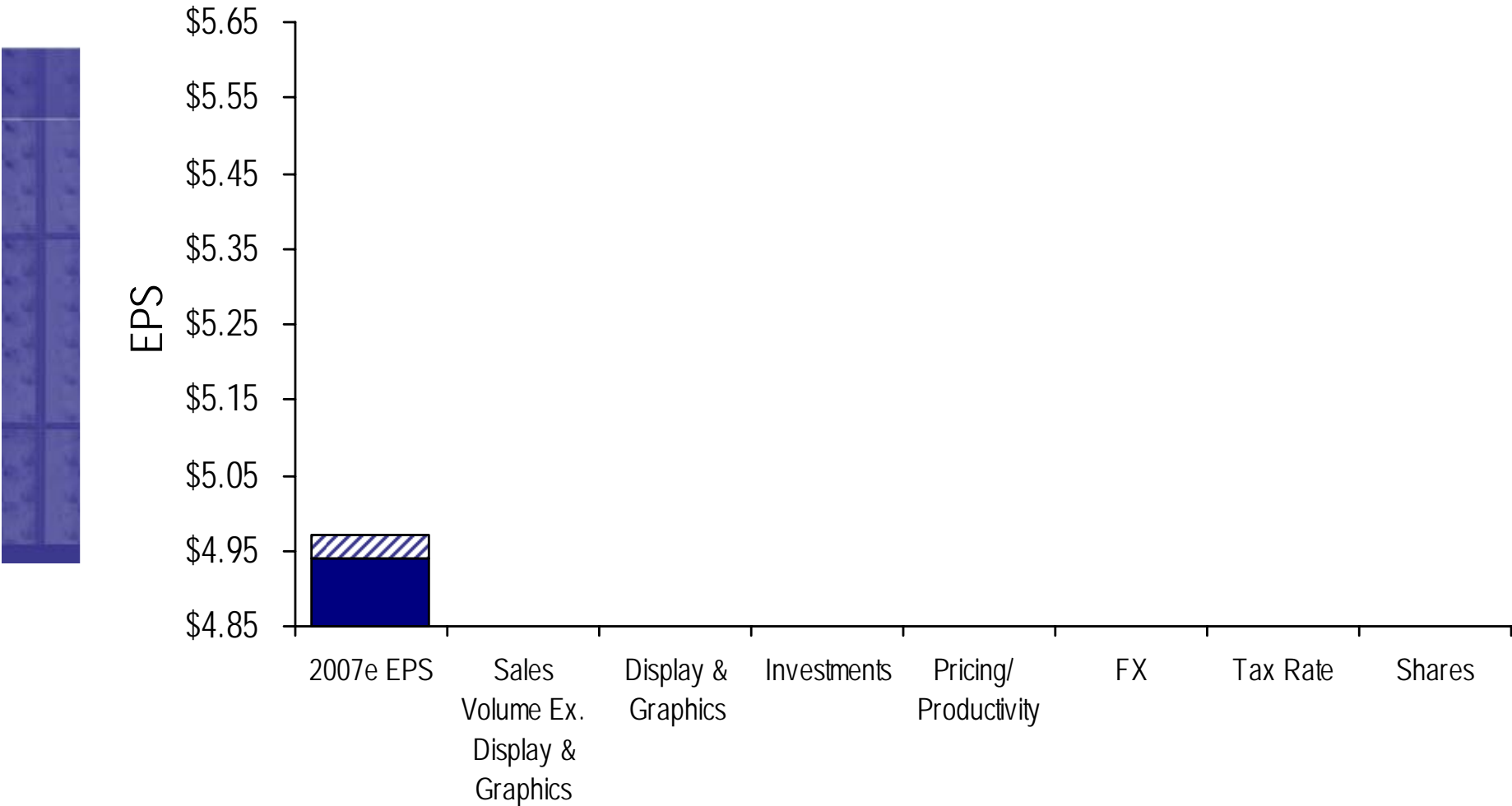


*Amounts exclude special items and pharma in all periods.



Even A Conservative Scenario Yields 10% EPS Growth In '08


 2007 Guidance \$4.94 - \$4.97

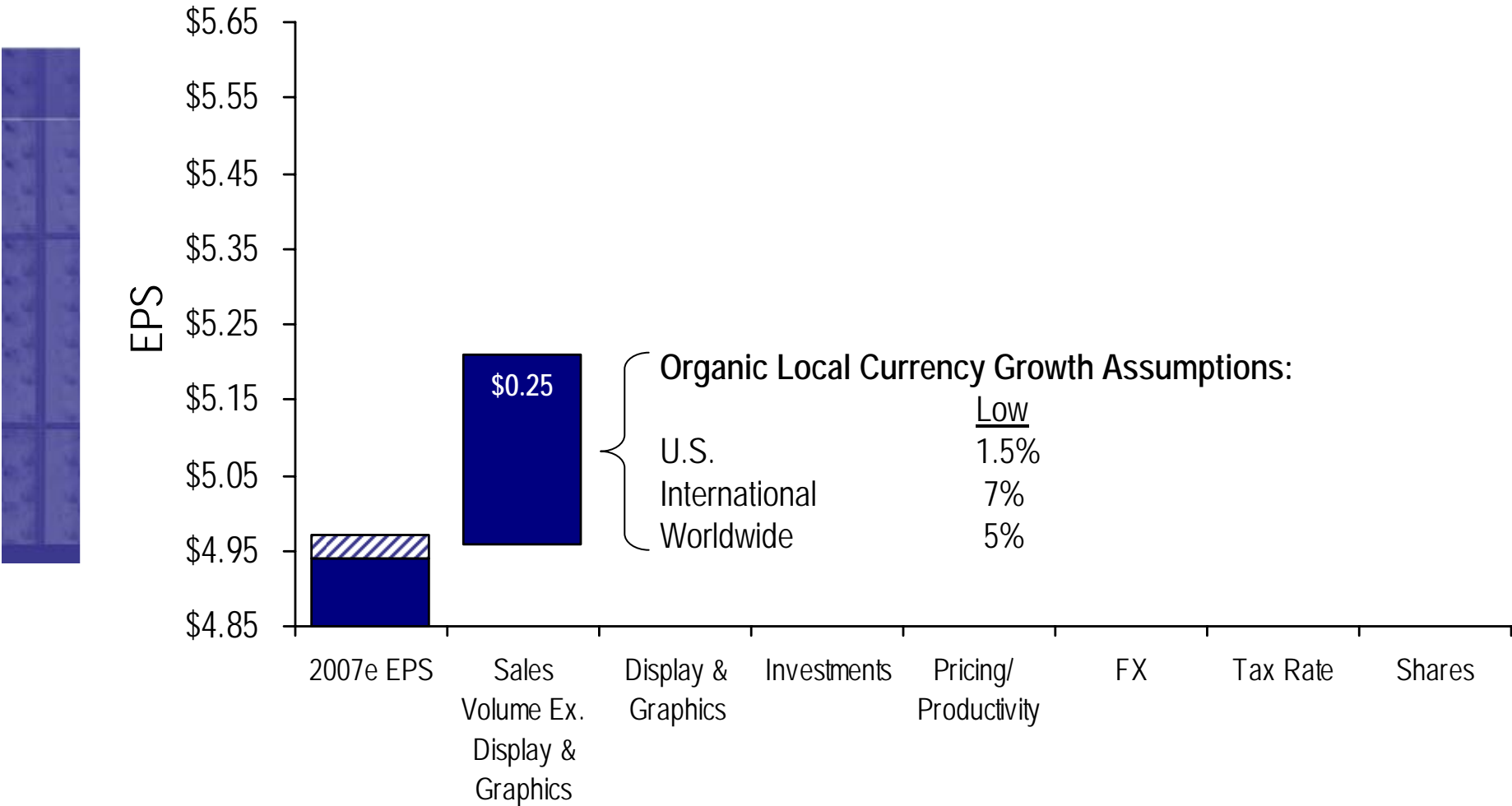


*Amounts exclude special items and pharma in all periods.



Even A Conservative Scenario Yields 10% EPS Growth In '08


 2007 Guidance \$4.94 - \$4.97

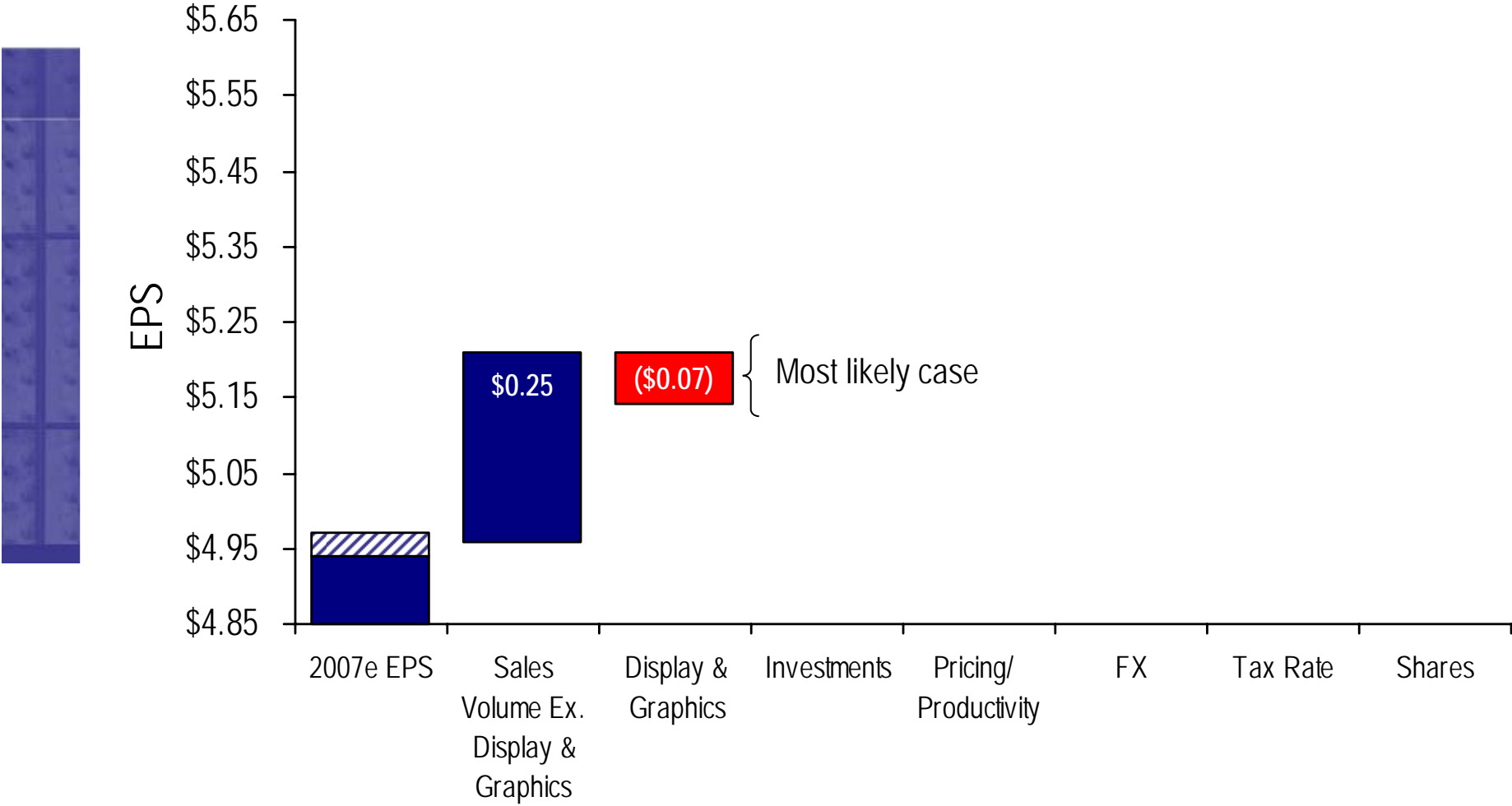


*Amounts exclude special items and pharma in all periods.



Even A Conservative Scenario Yields 10% EPS Growth In '08


 2007 Guidance \$4.94 - \$4.97

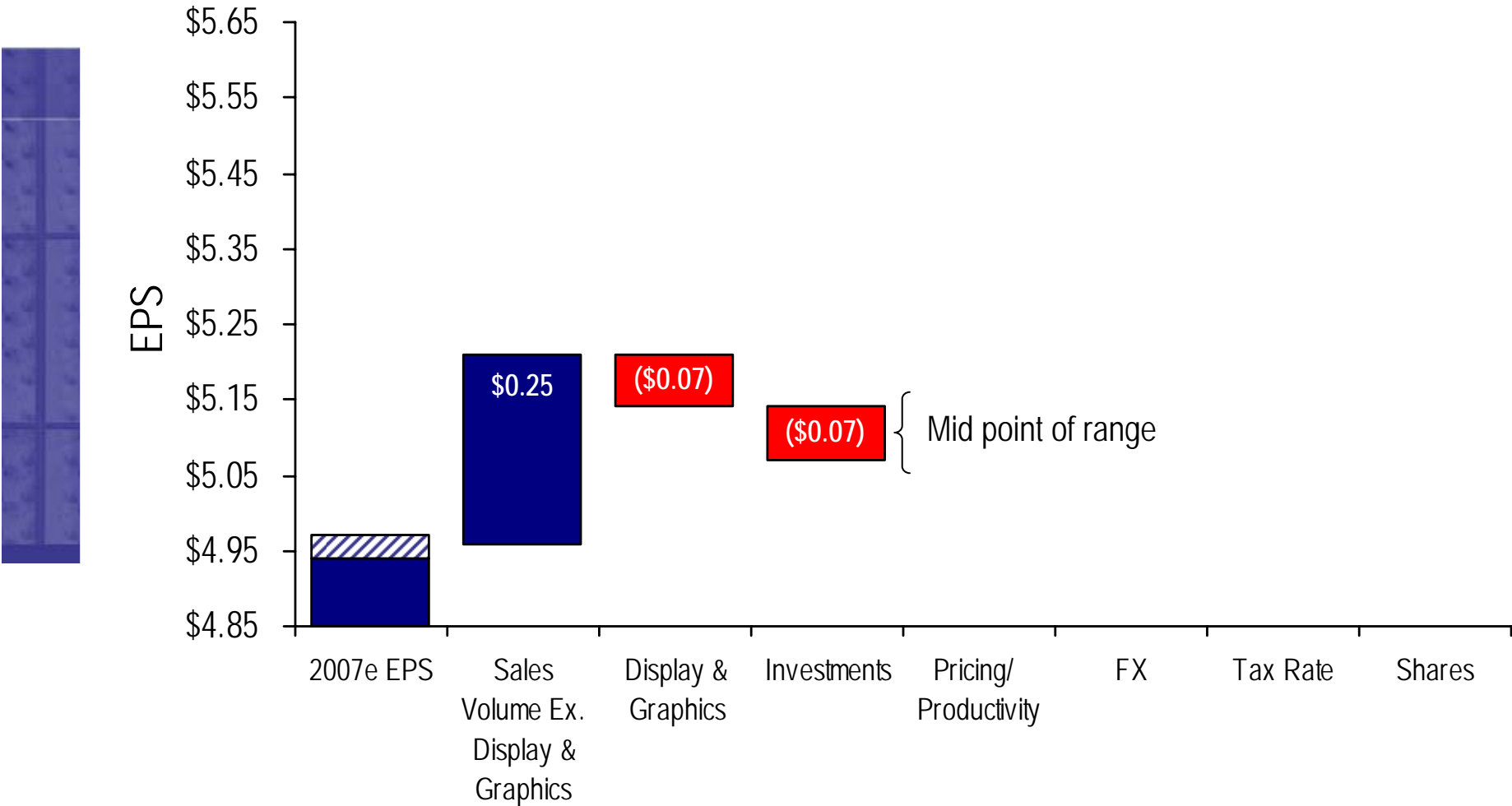


*Amounts exclude special items and pharma in all periods.



Even A Conservative Scenario Yields 10% EPS Growth In '08


 2007 Guidance \$4.94 - \$4.97

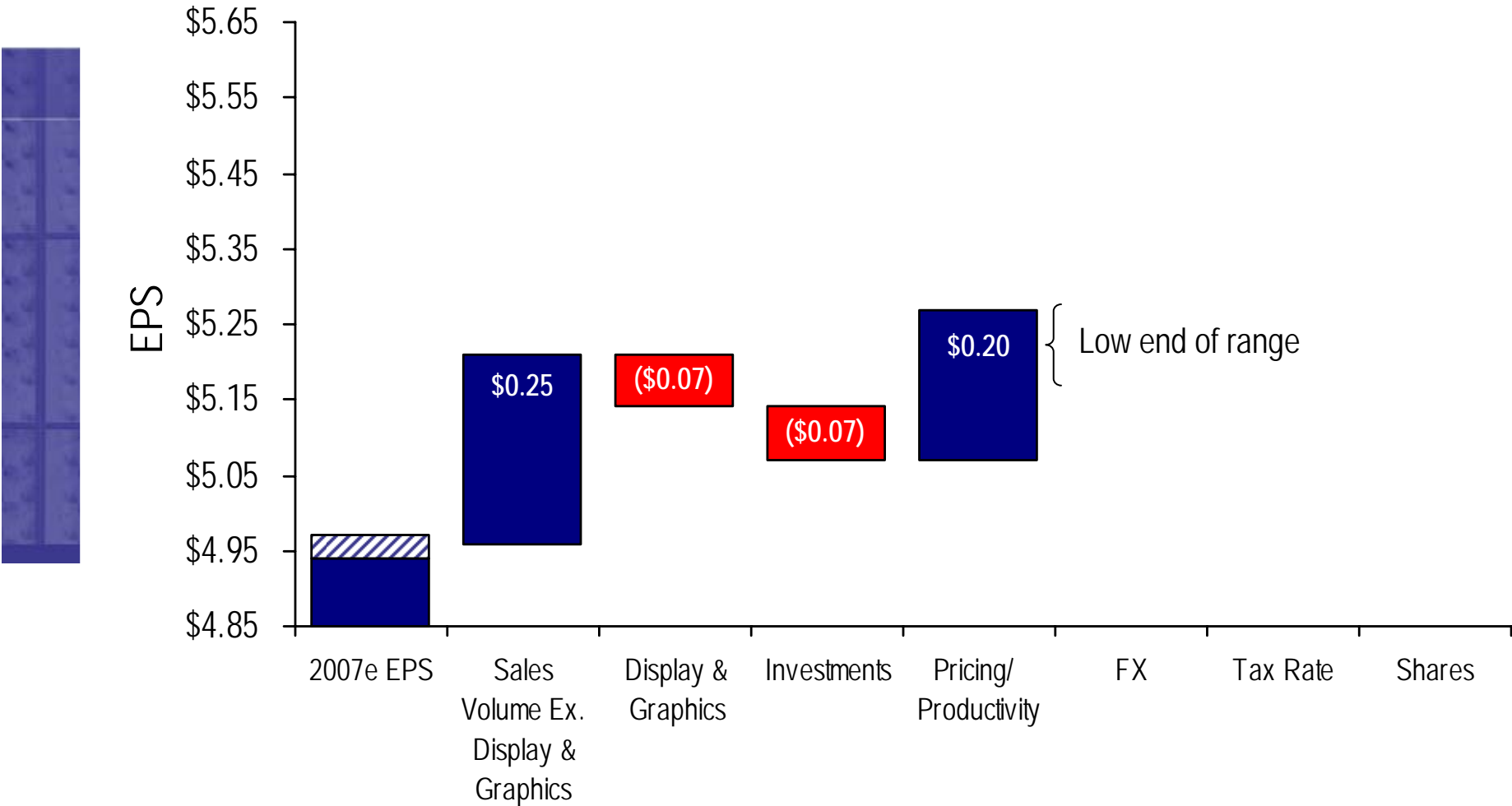


*Amounts exclude special items and pharma in all periods.



Even A Conservative Scenario Yields 10% EPS Growth In '08


 2007 Guidance \$4.94 - \$4.97

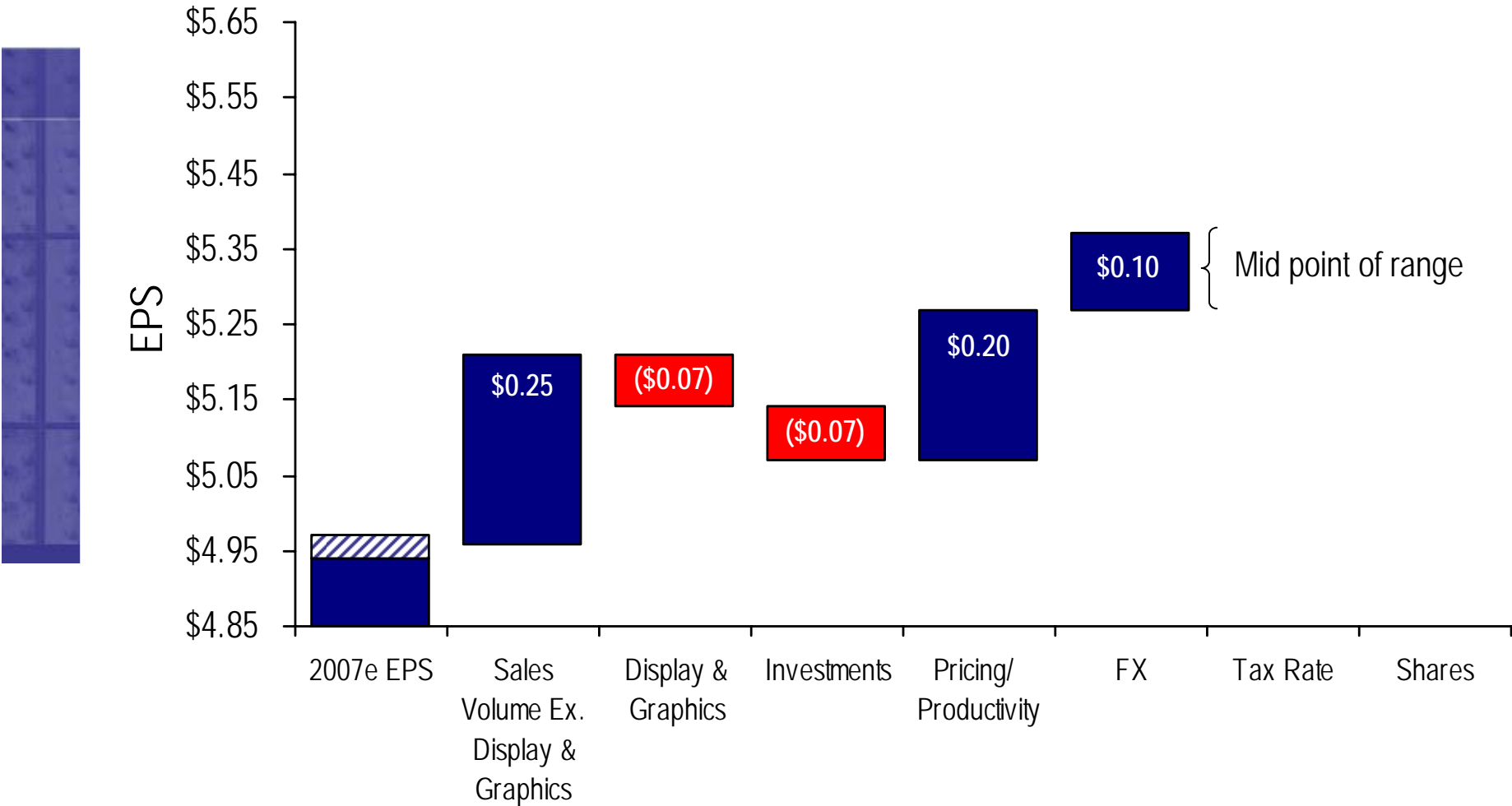


*Amounts exclude special items and pharma in all periods.



Even A Conservative Scenario Yields 10% EPS Growth In '08


 2007 Guidance \$4.94 - \$4.97

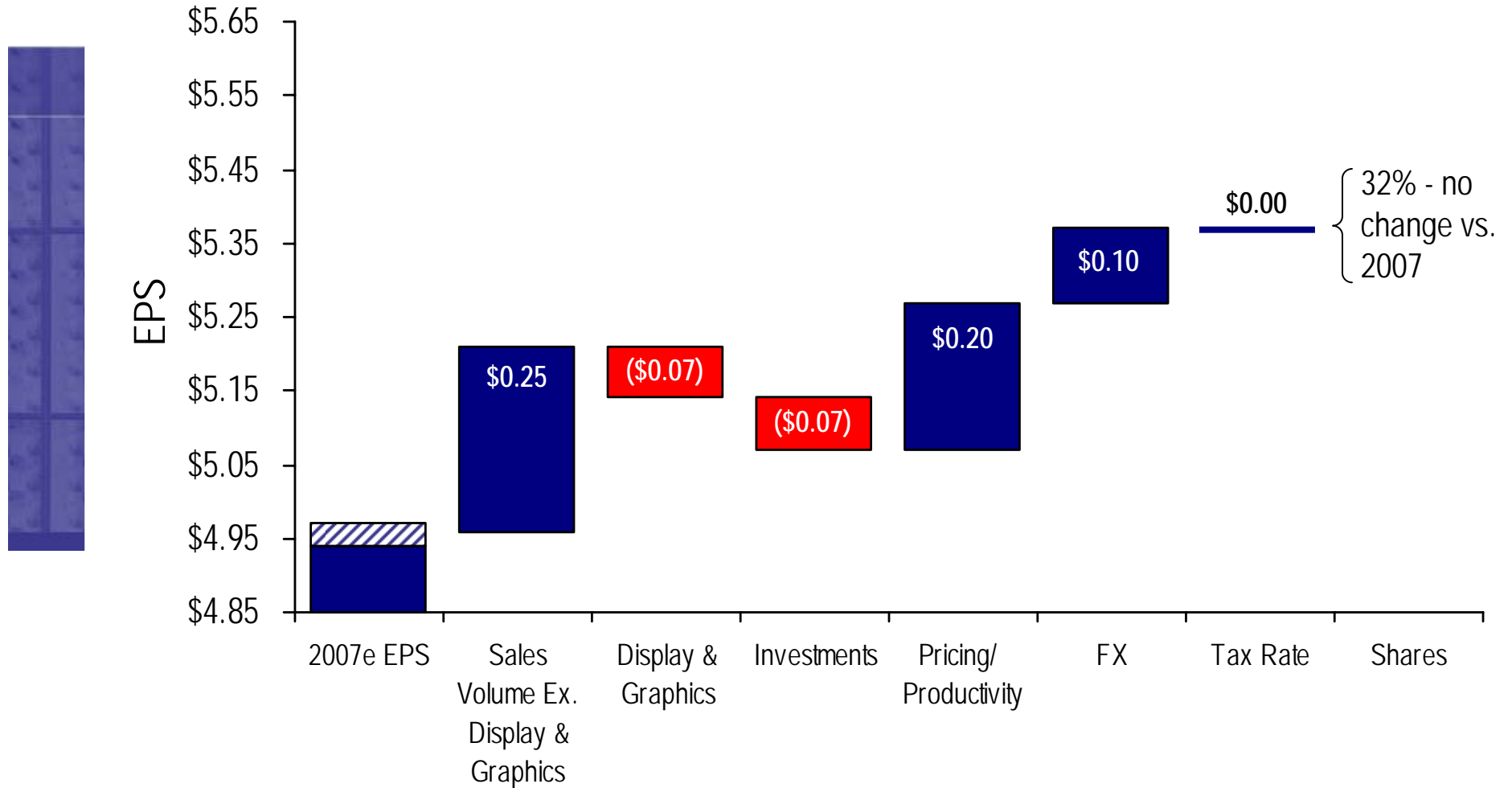


*Amounts exclude special items and pharma in all periods.



Even A Conservative Scenario Yields 10% EPS Growth In '08


 2007 Guidance \$4.94 - \$4.97

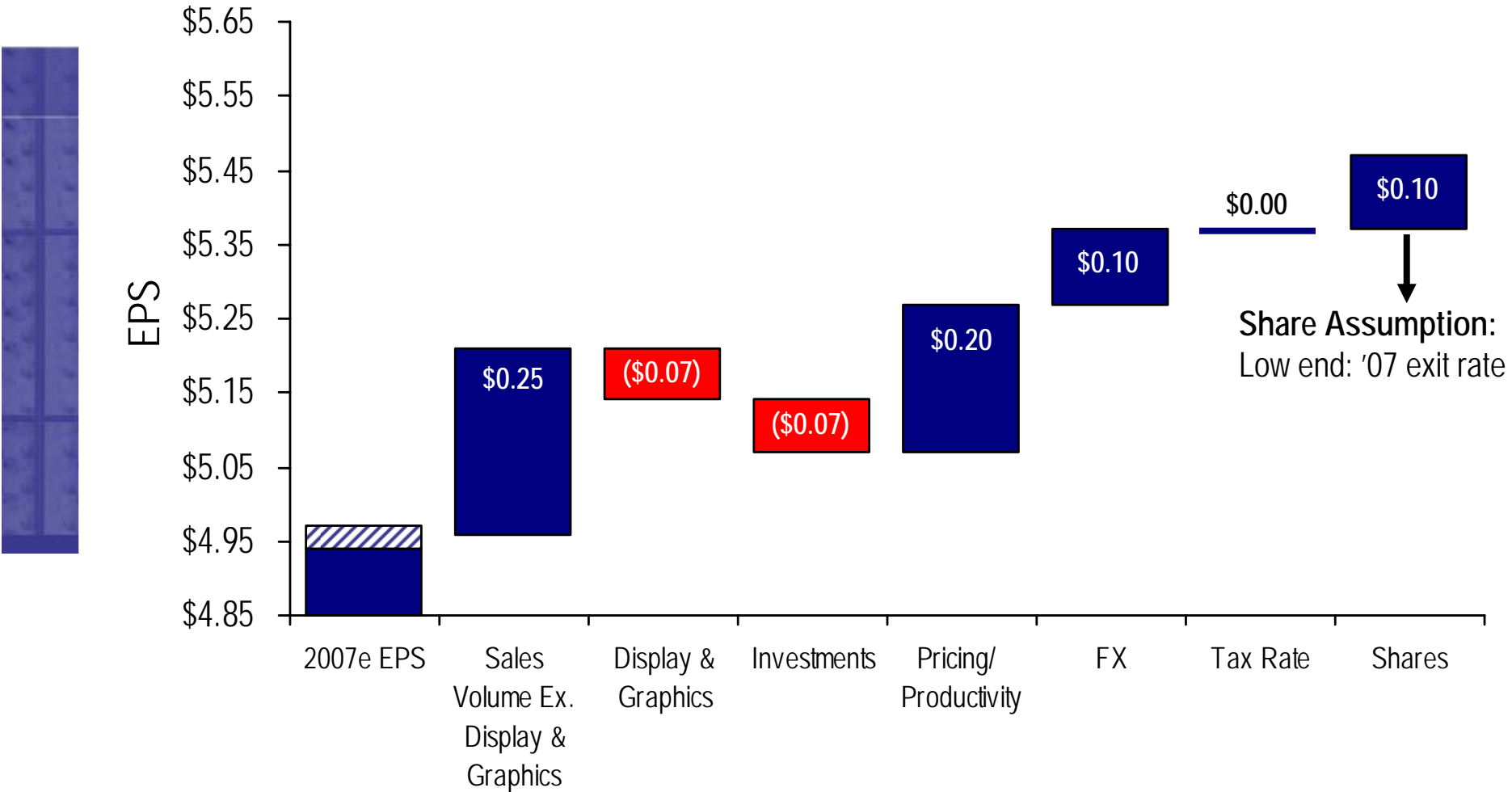


*Amounts exclude special items and pharma in all periods.



Even A Conservative Scenario Yields 10% EPS Growth In '08


 2007 Guidance \$4.94 - \$4.97

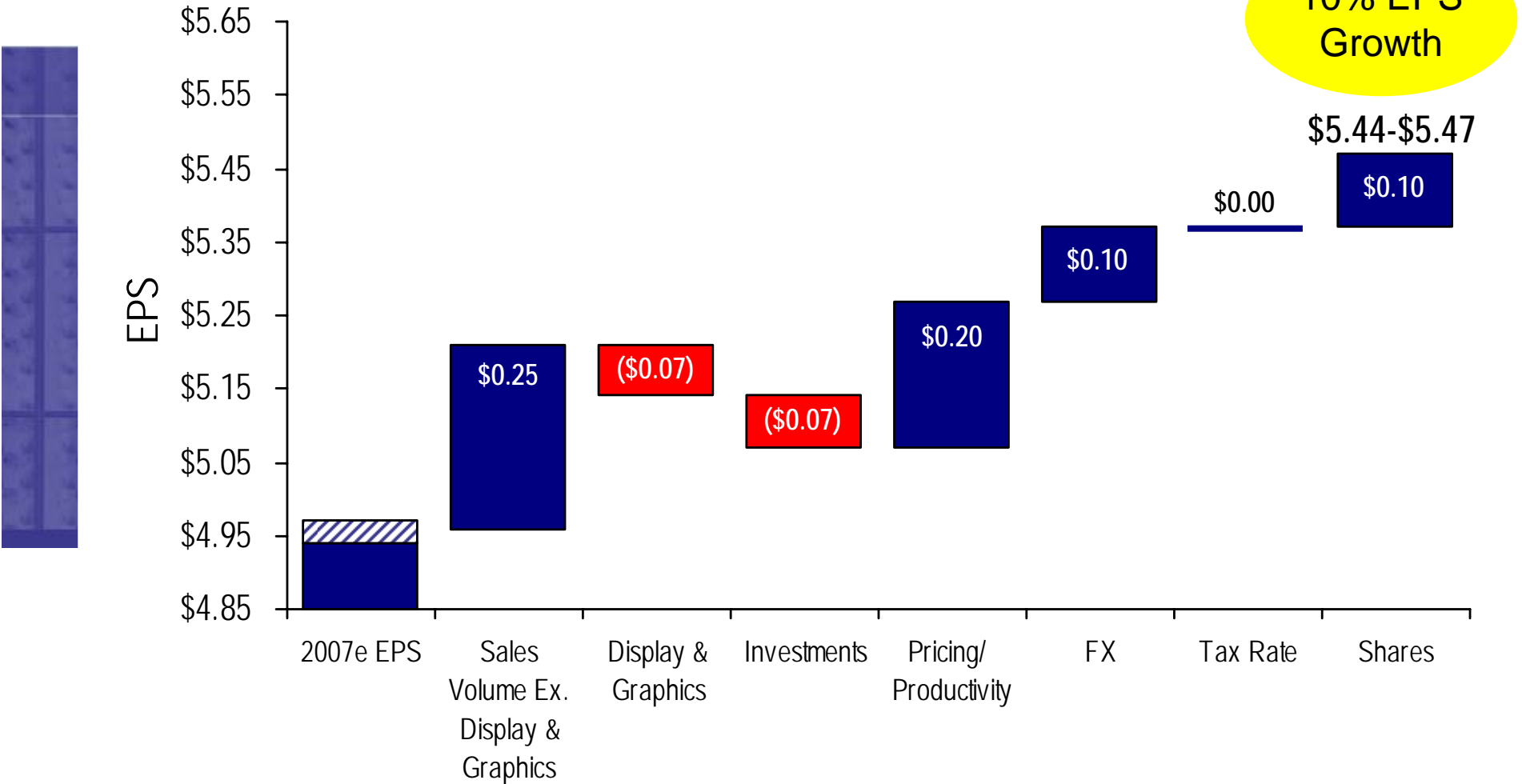


*Amounts exclude special items and pharma in all periods.



Even A Conservative Scenario Yields 10% EPS Growth In '08

 2007 Guidance \$4.94 - \$4.97



*Amounts exclude special items and pharma in all periods.



Driving Toward Our Long-Term Objectives

- Deliver sales growth at >2x IPI
 - *Customer-inspired innovation*
 - *Move into faster-growing market spaces*
 - *Aggressively drive EBOs*
- Commitment to double-digit earnings growth
- Maintain >20% ROIC
- Continuous supply chain improvement
 - *Quadruple win: better service, improve inventory, lower logistics cost, lower tax rate*
- Driving to 30.5% tax rate by 2012

Unlimited Potential for Shareholder Value Creation

3M Is A Premium Company That Will Only Get Better

- Superior materials science and innovation
- Superb international distribution with already-strong capabilities in high-growth developing countries
- Leading market positions with many enduring franchises
- World-class margins and returns
- Deliver on our commitments, year-in and year-out
- Committed to shareholders
 - *Over the period 2001-06: \$9B share repurchases, \$7B dividends; returned >100% of reported net income via dividends and share repurchases*

We Will Again Deliver On Our Commitments In 2008; We Will Invest To Ensure A Strong Future For 3M; Our Team Will Get The Job Done Once Again



Question and Answer

December 12, 2007

2008 3M Outlook Meeting



Appendix

3M Company and Subsidiaries SUPPLEMENTAL CONSOLIDATED INFORMATION NON-GAAP FINANCIAL MEASURES

(Millions, except per-share amounts)
(Unaudited)

In addition to reporting financial results in accordance with U.S. generally accepted accounting principles (GAAP), the Company also discusses non-GAAP measures that exclude special items. Sales, operating income and diluted earnings per share measures that exclude special items and that exclude the impact of Pharmaceuticals are not in accordance with, nor are they a substitute for, GAAP measures. Special items represent significant charges or credits that are important to an understanding of the Company's ongoing operations. The company uses these non-GAAP measures to evaluate and manage the Company's operations. The company believes that discussion of results excluding special items provides a useful analysis of ongoing operating trends. The determination of special items may not be comparable to similarly titled measures used by other companies. Special items for the nine months ended September 30, 2007 and prior periods presented have been previously provided (See Note 1). In addition, the Company believes that providing financial results excluding the impact of Pharmaceuticals provides useful information (See Note 2). The reconciliations provided below reconcile the non-GAAP financial measures with the most directly comparable GAAP financial measures for the periods indicated.

(Millions, except per-share amounts)	Year 2001	Year 2002	Year 2003	Year 2004	Year 2005	Year 2006	First Nine Months 2007
Sales Dollars:							
Reported GAAP	\$ 16,054	\$ 16,332	\$ 18,232	\$ 20,011	\$ 21,167	\$ 22,923	\$ 18,256
Pharmaceutical	\$ (699)	\$ (767)	\$ (813)	\$ (793)	\$ (797)	\$ (774)	\$ -
Adjusted Non-GAAP	\$ 15,355	\$ 15,565	\$ 17,419	\$ 19,218	\$ 20,370	\$ 22,149	\$ 18,256
Operating Income Dollars:							
Reported GAAP	\$ 2,075	\$ 2,816	\$ 3,504	\$ 4,326	\$ 4,854	\$ 5,696	\$ 4,923
Special Items	\$ 504	\$ 202	\$ 93			\$ (523)	\$ (701)
Pharmaceutical	\$ (157)	\$ (200)	\$ (217)	\$ (194)	\$ (226)	\$ (256)	\$ -
Adjusted Non-GAAP	\$ 2,422	\$ 2,818	\$ 3,380	\$ 4,132	\$ 4,628	\$ 4,917	\$ 4,222
Diluted Earnings per Share:							
Reported GAAP	\$ 1.60	\$ 2.32	\$ 2.88	\$ 3.56	\$ 3.98	\$ 5.06	\$ 4.42
Special Items	\$ 0.39	\$ 0.14	\$ 0.07	\$ -	\$ 0.14	\$ (0.57)	\$ (0.63)
Pharmaceutical	\$ (0.12)	\$ (0.17)	\$ (0.18)	\$ (0.16)	\$ (0.20)	\$ (0.23)	\$ -
Adjusted Non-GAAP	\$ 1.87	\$ 2.29	\$ 2.77	\$ 3.40	\$ 3.92	\$ 4.26	\$ 3.79

The Company uses local-currency sales growth, which excludes the impact of translation or currency exchange rates, as an indication of its economic sales growth. The Company has provided the components of local-currency sales growth below, including the impact of translation. The Company has provided local-currency sales growth that excludes the historical impacts of divestitures, primarily the Pharmaceuticals business, to portray what it believes are more meaningful sales growth trends. 3M believes this non-GAAP sales growth information excluding divestitures provides useful information (See Note 2). These measures are not in accordance with, nor are they a substitute for, GAAP measures.

	Year 2001	Year 2002	Year 2003	Year 2004	Year 2005	Year 2006	First Nine Months 2007
Sales Change Percents:							
Total Reported Sales Change	-3.9%	1.7%	11.6%	9.8%	5.8%	8.3%	6.5%
Less: Translation Impact	-3.3%	0.0%	5.1%	3.8%	0.7%	0.6%	2.7%
Total Reported LC Sales Change	-0.6%	1.7%	6.5%	6.0%	5.1%	7.7%	3.8%
LC Sales Change ex-divestitures	1.1%	1.4%	6.8%	6.5%	5.3%	8.1%	7.7%

The Company uses non-GAAP measures to focus on shareholder value creation. 3M uses Return on Invested Capital, defined as after-tax operating income divided by average operating capital. This measure excludes special items and the historical impacts of the Pharmaceuticals business (see Notes 1 and 2). These measures are not recognized under U.S. generally accepted accounting principles and may not be comparable to similarly titled measures used by other companies.

	Year 2001	Year 2005	Year 2006	First Nine Months 2007
Return on Invested Capital	12.8%	22.1%	25.3%	25.8%
Return on Invested Capital - excluding Pharmaceuticals and Special Items	15.3%	21.9%	21.6%	22.2%

As previously indicated, the Company provides non-GAAP measures, including the business segment operating income amounts shown within this presentation that exclude special items. Special items for the nine months ended September 30, 2007 and September 30, 2006 have been previously provided (See Note 1). Special items by business segment for the twelve months ended December 31, 2006 are provided in the table that follows. There were no special items that impacted business segment operating income results for the years 2005 and 2004.

Operating Income Dollars by Business Segment:	Year 2006		
	Reported GAAP Measure	Special Items	Adjusted Non-GAAP Measure
Industrial and Transportation	\$ 1,342	\$ 15	\$ 1,357
Health Care excluding Pharmaceuticals	\$ 806	\$ 110	\$ 916
Pharmaceuticals	\$ 1,039	\$ (783)	\$ 256
Display and Graphics	\$ 1,044	\$ 39	\$ 1,083
Consumer and Office	\$ 629	\$ -	\$ 629
Safety, Security and Protection Services	\$ 549	\$ 10	\$ 559
Electro and Communications	\$ 411	\$ 46	\$ 457
Corporate and Unallocated	\$ (124)	\$ 40	\$ (84)
Total Company	\$ 5,696	\$ (523)	\$ 5,173

Special items for the periods presented have been discussed in Form 8-K's that were furnished to the U.S. Securities and Exchange Commission on October 19, 2007 and January 30, 2007 and in 3M's 2003 Form 10-K filed March 2, 2004. Also reference 3M's Form 8-K dated May 25, 2007, which provides results that reflect for all periods presented the impacts of certain business segment product moves effective in the first quarter of 2007.

(2) In December 2006 and January 2007, 3M completed the sale of its global branded Pharmaceuticals business. In connection with these transactions, 3M's Drug Delivery Systems Division became a source of supply to the acquiring companies. Because of the extent of 3M cash flows from these agreements in relation to the disposed businesses, the operations of the branded Pharmaceuticals business were not classified as discontinued operations. The sale of the branded Pharmaceuticals business impacted both sales and operating income growth in 2007, as significant Pharmaceuticals sales and income are in the reported base 2006 period and also in prior periods. Where indicated, to provide more meaningful trend information, portions of this presentation exclude the impact of 2006 and prior Pharmaceutical financial results, as this business was sold in December 2006 and January 2007.

