

**3M** Science.  
Applied to Life.™

# Investor Overview

2017



# Forward looking statement

This presentation contains 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," "aim," "project," "intend," "plan," "believe," "will," "should," "could," "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, political, and capital markets conditions and other factors beyond the Company's control, including natural and other disasters or climate change 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) unanticipated problems or delays with the phased implementation of a global enterprise resource planning (ERP) system, or security breaches and other disruptions to the Company's information technology infrastructure; (10) financial market risks that may affect the Company's funding obligations under defined benefit pension and postretirement plans; and (11) 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, 2017, and any 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 Reports). The information contained in this presentation is as of the date indicated. The Company assumes no obligation to update any forward-looking statements contained in this presentation as a result of new information or future events or developments.

# Our Vision

3M Technology Advancing Every Company

3M Products Enhancing Every Home

3M Innovation Improving Every Life

# Our Strategies

- Expand relevance to our customers and our presence in the marketplace
- Gain profitable market share and accelerate market penetration everywhere
- Invest in innovation: Invigorate existing market opportunities and focus on emerging megatrends
  - Intensify capabilities to achieve regional self-sufficiency
    - Build high performing and diverse global talent
  - Drive consistent superior levels of operational excellence

# Our Playbook is working

**Our Vision**

3M Technology Advancing Every Company

**Our Strategies**







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**Our Code of Conduct**

**Code of Conduct**  
Be 3M

Be Good    Be Honest    Be Fair

**Our Leadership Behaviors**

 Play to win	 Prioritize and execute
 Foster collaboration and teamwork	 Develop others and self
 Innovate	 Act with integrity and transparency

3M



Portfolio Management



Investing in Innovation



Business Transformation

# Executing our playbook has created a successful portfolio

Achieving efficient growth while building for the future

2017 Results

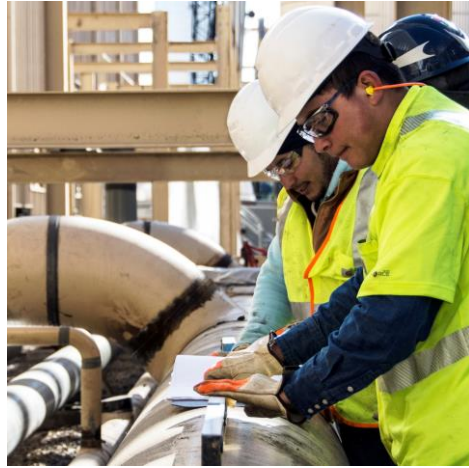
**3M** **\$31.7B** Sales  
24% Operating Margin



Health Care

**\$5.9B**

30.1%



Safety & Graphics

**\$6.2B**

33.1%



Industrial

**\$11.9B**

21.0%



Electronics & Energy

**\$5.5B**

25.0%



Consumer

**\$4.7B**

21.2%

# Leveraging our fundamental strengths to create sustainable value



## Technology

Ability to share and combine elements of 3M's broad technology portfolio to produce unique, differentiated products, translating to premium margins



## Manufacturing

Utilization of 3M manufacturing footprint and technology, including process trade secrets, leading to higher-performing products and lower unit costs



## Global Capabilities

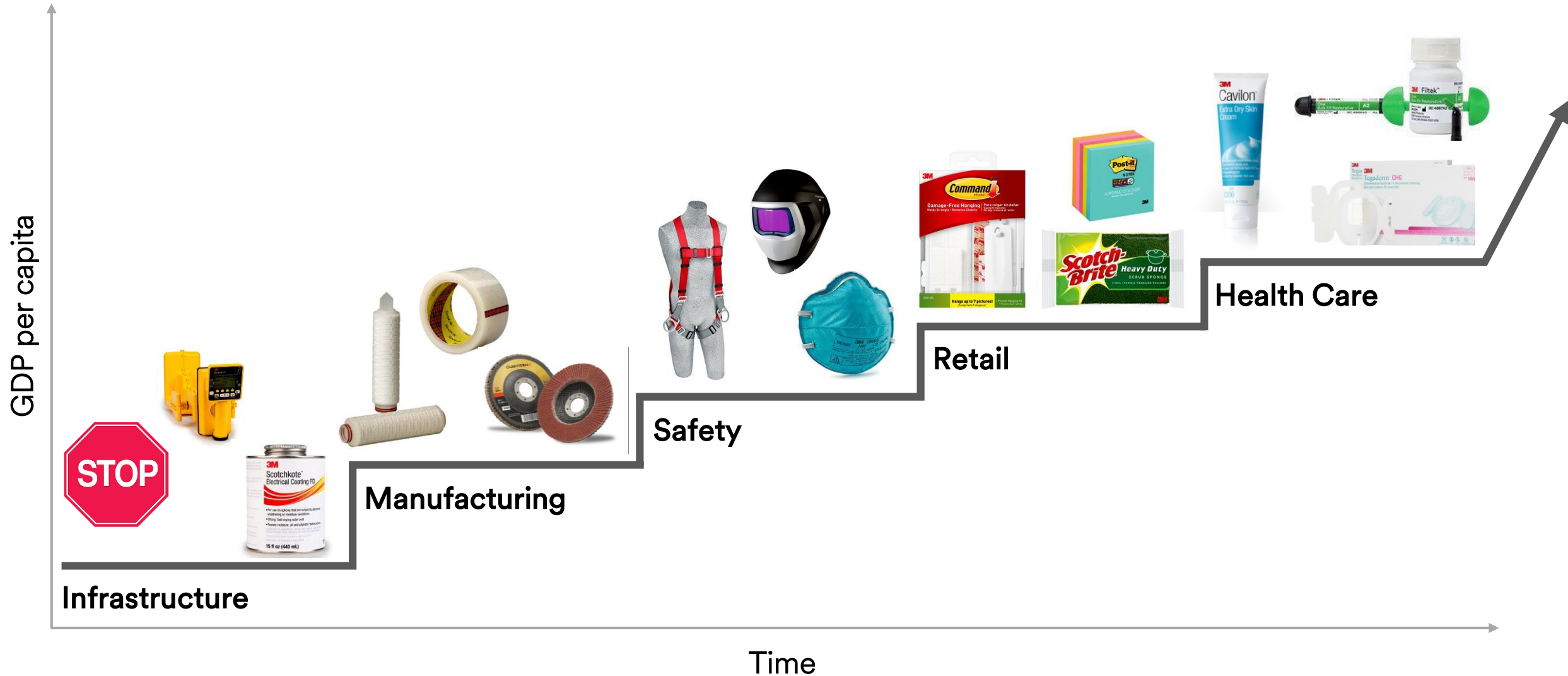
Subsidiary front-and-back-office footprint that allows for the effective development, adaptation and commercialization of products



## Brand

Brand equity in the 3M brand and in strategic brands that are shared across business groups

# Positioned for growth with a proven global model

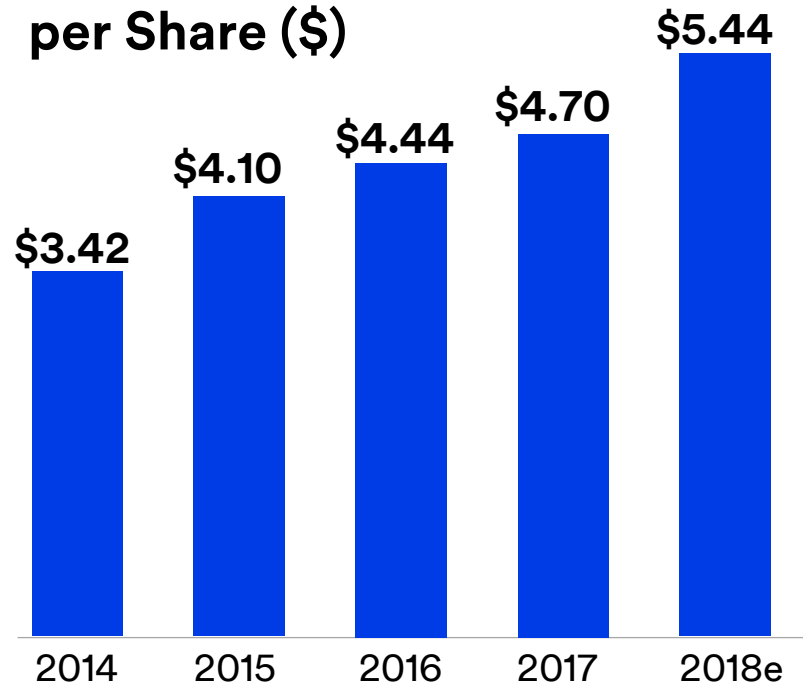




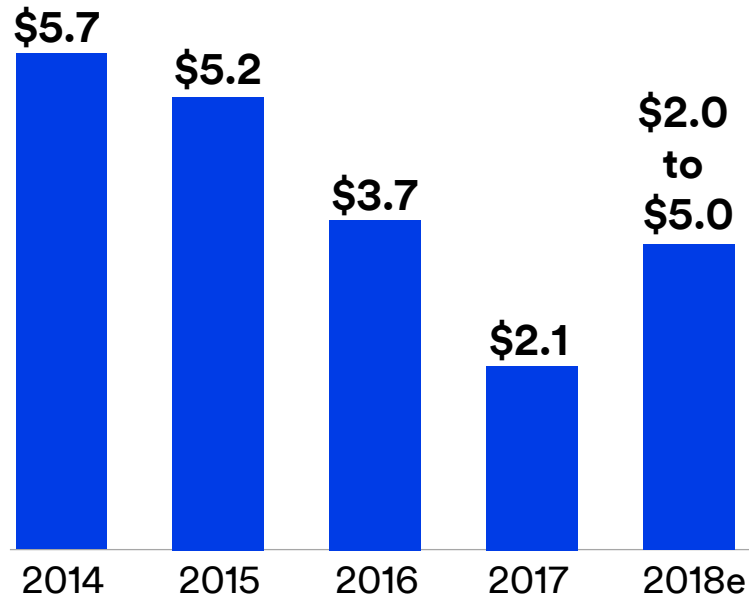
# Capital allocation success

Dividend increased for the 60th consecutive year ... and share repurchase program on track

**Dividends Paid  
per Share (\$)**



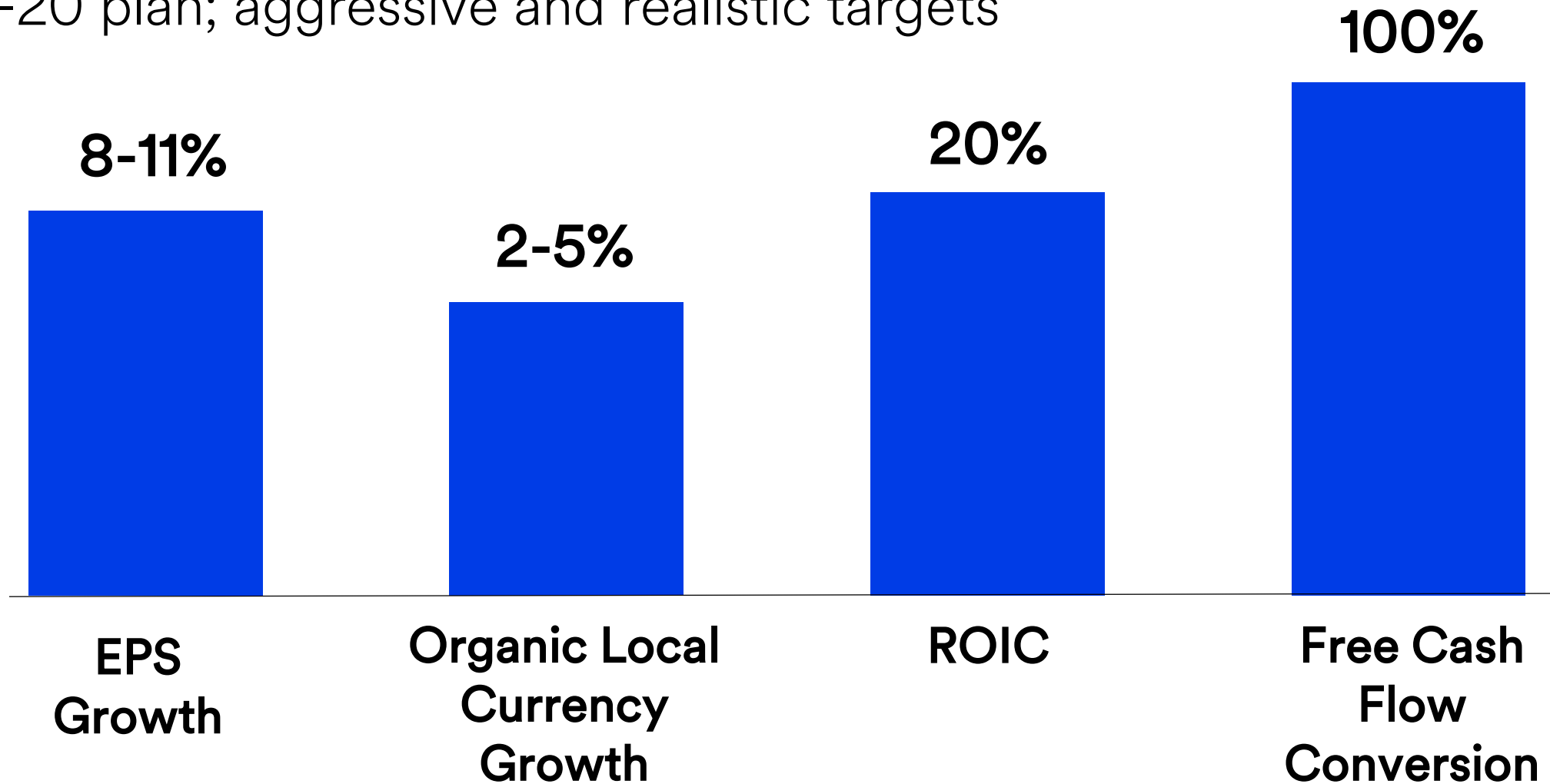
**Gross Stock  
Repurchases (\$B)**



- Increased 2018 per share dividend by 16%
- Have paid dividends without interruption for over 100 years
- Disciplined approach to effectively lower our cost of capital

# Long-term financial objectives

2016-20 plan; aggressive and realistic targets



Refer to the Financial Condition and Liquidity section of Management's Discussion and Analysis within 3M's 2017 Annual Report on Form 10-K dated February 8, 2018, for the definition and calculation of return on invested capital (ROIC) and free cash flow conversion.



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