Safety & Graphics is bringing the 3M Vision to life

3M Technology Advancing Every Company

3M Innovation Improving Every Life

3M Products Enhancing Every Home
We are a dynamic group of great businesses

- **Personal Safety**  
  $2.4B

- **Traffic Safety & Security**  
  $1.5B

- **Commercial Solutions**  
  $1.5B

- **Industrial Mineral Products**  
  $0.3B

Values represent 2014 estimated sales
Safety & Graphics Business Group is growing and highly profitable

Sales ($Billions)

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>$5.4</td>
<td>$5.6</td>
<td>$5.7</td>
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</table>

Operating Income

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Income</td>
<td>$1.2</td>
<td>$1.2</td>
<td>$1.3</td>
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</table>

Organic LC growth

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic LC growth</td>
<td>2%</td>
<td>4%</td>
<td>4%</td>
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</tbody>
</table>

Operating margin

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating margin</td>
<td>22%</td>
<td>22%</td>
<td>23%</td>
</tr>
</tbody>
</table>

Sales Mix By Business 2014e

- Personal Safety 42%
- Traffic Safety & Security Systems 27%
- Commercial Solutions 27%
- Industrial Minerals 5%

Sales Mix By Geography 2014e

- U.S. 36%
- EMEA 27%
- APAC 22%
- LAC 15%
The strength of the 3M brand continues to drive relevance in Safety & Graphics

86% of Safety Professionals are familiar with 3M™ Personal Protective Equipment and 60% choose it as a leading brand*

3M™ Diamond Grade™ recognized globally for industry-leading performance

Scotch-Brite™ a trusted brand for 50+ years & used by Food Service Professionals around the world to solve the toughest cleaning challenges

*3M Global Brand Position Impact Report
Evolving safety regulations represent a sizable growth opportunity

- **Falls** account for **37% of deaths** in U.S. Construction
- Mining accidents result in **33 deaths each day**
- **1M+ deaths annually in traffic crashes** with 92% in developing countries

We continue to invest in global expertise which informs standards regulators and assists our customers ensure compliance.
Utilizing the 3 levers to drive value across our businesses

- Focusing on our 4 key markets
- Integrating to increase customer relevance
- Prioritizing for growth and profit

Portfolio Management
Investing in Innovation
Business Transformation

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Investing in Innovation
Business Transformation

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Bringing more to our customers across 4 key markets

**Safety**
Advancing safety, security & productivity at work
- Market Size: $33B

**Commercial**
Enhancing our customer’s delivery of their brand experience
- Market Size: $42B

**Mining, Oil & Gas**
Bringing 3M solutions to the mining and oil & gas markets
- Market Size: $28B

**Government**
Improving traffic safety & public security
- Market Size: $20B

Key Markets:
- Safety
- Commercial
- Mining, Oil & Gas
- Government

Markets by Industry:
- Manufacturing
- Construction
- Energy / Utilities
- Transportation Safety
- Retail
- Construction
- Food Service
- Transportation / Fleet
- Hospitality
- Exploration
- Processing
- Transportation
- Traffic Safety
- Public Security
- Intelligent Systems
- Transportation Infrastructure
Taking significant action through Business Portfolio Prioritization

9 Businesses in 2012...

- Created Commercial Solutions from Architectural Markets, Building & Commercial Services and Commercial Graphics
- Merged Security Systems and Traffic Safety Systems
- Acquired Intelligent Transportation capabilities
- Integrated Track & Trace into Security Systems

5 Businesses in 2014

- Created market-facing Mining, Oil & Gas business

<table>
<thead>
<tr>
<th>Mining, Oil &amp; Gas</th>
<th>Relevance</th>
<th>Scale</th>
<th>Cost Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Created market-facing Mining, Oil &amp; Gas business</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Government</th>
<th>Relevance</th>
<th>Scale</th>
<th>Cost Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated Track &amp; Trace into Security Systems</td>
<td>✔️</td>
<td>✔️</td>
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<table>
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<th>Commercial</th>
<th>Relevance</th>
<th>Scale</th>
<th>Cost Reduction</th>
</tr>
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<tbody>
<tr>
<td>Created Commercial Solutions from Architectural Markets, Building &amp; Commercial Services and Commercial Graphics</td>
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</table>
Building our foundation in the Heartland personal safety business

Past

Leading Respiratory Provider

Building on our fundamental strengths

Technology  Manufacturing  Global Capabilities  Brand

Safety Market Leadership

Safety Leader

Supplementing with strategic acquisitions

Hornell
Welding Helmets

Aearo
Hearing, Eye, Fall Safety

Daily's
Protective Clothing

Pomp
Entry-level Hearing

Enhancing our portfolio to deliver industry leading depth with customer relevant breadth
Leveraging our fundamental strengths with the creation of Traffic Safety & Security
Leveraging our fundamental strengths with the creation of Traffic Safety & Security

Focus Market Segments

Traffic Safety

Transportation Infrastructure

Public Security

Intelligent Systems

Traffic Safety & Security Business

Building critical mass and adding capability to deliver more customer relevant value in attractive market segments

Fundamental Strengths

Technology
- More impactful innovation pipeline

Manufacturing
- Hard goods & software scale

Global Capabilities
- Consolidated project management

Brand
- Global government relations
Created Commercial Solutions to better enable our customer’s brand experience
Created Commercial Solutions to better enable our customer’s brand experience

Focus Market Segments
- Transportation
- Food Service
- Banking
- Retail

Providing increased relevance to large customers in our priority segments

Commercial Solutions Business

Fundamental Strengths

Technology
- More impactful innovation pipeline

Manufacturing
- Supply chain capability

Global Capabilities
- Brand owner service delivery

Brand
- More relevant solutions that address customer’s brand experience needs
Utilizing the 3 levers to drive value across our businesses

- **Portfolio Management**
- **Investing in Innovation**
- **Business Transformation**

*Extending* technology across markets

*Accelerating* game-changing innovation

*Expanding* our global knowledge centers
Accelerating technology platforms across our markets
Game-changing innovation in Safety

Versaflo™ Powered Air Purifying System
- Addresses demand for safety in hazardous environments
- State-of-the-art fully integrated overall protection systems
- Combines a system with high value consumables

$4B category with 5% CAGR

Fall Protection Personal Rescue
- Extends 3M’s leading safety brand to an adjacent segment
- Enables self rescue - ideal in difficult & remote locations
- Developing new technology in a profitable category

$1.5B category with 7% CAGR
Game-changing innovation in Government

**Reflective Sheeting**
- Increased brightness & embedded security
- New disruptive manufacturing technology
- Increased throughput for digital printing

$1.6B category with 4% CAGR

**Multi-modal Biometrics**
- Step-change in facial recognition technology
- Flexibility across fingerprint, face, iris
- Top performance for accuracy & speed

$4B category with 5% CAGR
Game-changing innovation in Commercial

**Envision™ Graphics Films**

- Revolutionary sustainable material technology
- Allows non-traditional substrates & applications
- Increases labor productivity

$2B category with 7% CAGR

**Surface Cleaning & Protection**

- Durable long-lasting safe & sustainable coatings
- Protects with wipe-clean invisible layer
- Reduces cleaning labor by 30-50%

$5B category with 3% CAGR
Game-changing innovation in Mining and Oil & Gas

Active Safety
- Revolutionary approach to worker safety management
- Cloud-enabled, mobile compliance management
- In beta testing with a major mining company

$200M opportunity in an emerging space

Ceramic Sand Screens
- Incorporates leading Ceradyne ceramics technology
- Addresses a critical issue for 87% of well operators
- Maximizes durability & capacity at greater depths

$100M category with 20% CAGR
Utilizing the 3 levers to drive value across our businesses

Portfolio Management

Investing in Innovation

Business Transformation

Driving Operational Excellence

Improving our business processes

Building capability across the globe
Business Transformation enabling increased operational excellence

Benefits

- A key enabler of the Business Services approach
- Will allow improved customer service levels
- Integration will reduce time to market for new products
- Accuracy will improve decision-making speed
Continuing on our transformational journey

Investing in game-changing innovation in our focus markets

Integrated and consolidated our businesses to bring more relevance to our customers

Driving operational excellence and building business capability around the world

An accretive growth engine for 3M
Safety & Graphics is bringing the 3M Vision to life

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3M Innovation Improving Every Life

3M Products Enhancing Every Home