Agenda

Safety & Graphics
Business Overview

Portfolio
Management

Investing in
Innovation

Business
Transformation
Safety and Graphics Business Group

2015 Sales $5.5 billion; Operating Income Margin of 23.7%

Personal Safety
Advancing worker safety, security & productivity
$2.4B

Commercial Solutions
Enhancing commercial productivity & brand experience
$1.5B

Traffic Safety & Security
Improving the safety & security of infrastructure
$1.3B

Industrial Minerals
Increasing value from every ton we mine
$0.3B
Our strategic intent
Addressing key long-term megatrends facing our customers

Advancing Safety & Security to Protect Lives
As economies develop, safety becomes a stronger priority

Enhancing our Customers’ Brand Equity
With an evolving culture of instant feedback, brands win by delivering compelling experiences

Improving our Customers’ Competitiveness
In a world with resource and budget constraints, sustainable and productive solutions are critical
Evolving safety regulation represents a major opportunity
Supporting standards development and delivering expertise across the globe

U.S. Construction: 37% fall related deaths
OSHA

Public Security:
81% increase in terror related deaths in ’14
U.S. Dept. of State

Hearing Safety:
120M exposed to dangerous levels
Global Industry Analysts, Inc.

Traffic Infrastructure:
1M deaths annually
WHO

Respiratory Protection:
7M deaths from air pollution exposure in ’12
WHO

Standards & Enforcement
- Strong
- Improving
- Weak/Emerging
Our playbook is working

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: Ignite New Market Opportunities and Focus on Emerging Megatrends

3M’s Code of Conduct:
The Fundamentals

- Be Accountable: Obey the law and 3M’s Code of Conduct.
- Be Loyal: Protect 3M’s secrets, assets, and reputation.
- Be Honest: Be accurate.

3M Leadership Behaviors

Portfolio Management
Investing in Innovation
Business Transformation
Driving efficient growth through three levers

Portfolio Management

Investing in Innovation

Business Transformation
Strengthening our portfolio of attractive businesses

9 Businesses in 2012...

Sales $5.4B
OI 22.4%

Relative Strategic Attractiveness

Relative Shareholder Attractiveness

...4 Businesses in 2015

Sales $5.5B
OI 23.7%

Integrated multiple businesses

Increases our scale and relevance to customers

Flattens organization to drive speed and agility

Drives dynamic resource allocation

Focuses investment to build industry leading depth

Acquired Capital Safety Business

Divested license plate converting & Library Systems businesses

Bubble size represents total revenue of entity
 Positioned to win in Personal Safety

Delivering industry-leading depth and profitable growth across key market segments

Aearo/ Hearing Protection  
Personal Safety  
Capital Safety/Fall Protection
Positioned to win in Personal Safety
Delivering industry-leading depth and profitable growth across key market segments

Market size $33B

Personal Safety

Manufacturing  Mining  Transportation  Oil & Gas

Agriculture  Utilities  Construction  Pharma

Technology  Manufacturing  Global Capabilities

1-3% CAGR  2-4% CAGR  3-4% CAGR  3-5% CAGR

1-4% CAGR  1-4% CAGR  2-4% CAGR  4-6% CAGR

% represents 5-year nominal CAGR outlook
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Capital Safety – integration update
Building on our winning strengths

☑ Integration on-track and meeting profit expectations

☑ Building sales synergies across our global footprint

☑ Expanding our portfolio reach across new market verticals

☑ Integrating manufacturing operations in critical geographies

☑ Achieving R&D leverage and scale globally

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Positioned to win in Commercial Solutions
Delivering brand experience and growing with expanded relevance
Positioned to win in Commercial Solutions
Delivering brand experience and growing with expanded relevance

Market size $27B

Retail
Hospitality
Food Service

Transportation
Banking
Commercial Building

3-5% CAGR
2-4% CAGR
3-6% CAGR
2-4% CAGR
2-4% CAGR
3-5% CAGR

% represents 5-year nominal CAGR outlook
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Positioned to win in Traffic Safety and Security

Growing the core and improving profitability
Positioned to win in Traffic Safety and Security
Growing the core and improving profitability

Market size $20B

Traffic Infrastructure
Traffic Safety & Security
Public Security
Intelligent Systems

% represents 5-year nominal CAGR outlook
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Driving efficient growth through three levers

- Portfolio Management
- Investing in Innovation
- Business Transformation
Utilizing 3M technology platforms across our businesses
Providing unique solutions to our customer

Personal Safety
- Respirators
- Non-Woven Materials
  - Fs: Filtration, Separation, Purification
  - Mo: Molding
  - Nt: Nano-technology
  - Nw: Nonwoven Materials
- Cleaning pads
- Graphics films

Commercial Solutions
- Systems & Hard Goods
  - Mo: Molding
  - Im: Imaging
  - Es: Electronics & Software
  - Is: Integrated Systems & Design
- Tapes & Films
  - Fi: Films
  - Mr: Micro-replication
  - Ad: Adhesives
  - Vp: Vapor Processing
  - Lm: Light Management
- Reflective sheeting
- Intelligent traffic management
- Biometrics & monitoring

Industrial Minerals
- Granule adhesion
- Scotchlite™ reflective
- Granule coatings

Digitally connected safety gear

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Game changing innovation in Personal Safety

- **ExoFit STRATA™ Harness**
  - Superior fit and features
  - Revolutionary weight distribution system
  - Improves comfort with greater airflow

- **Digitally Connected Personal Protection Equipment**
  - Enables automated and remote monitoring
  - Increases workforce productivity
  - Manages equipment usage, maintenance and worker data

- **E-A-Rfit™ Validation System**
  - Dual ear protection validation system
  - Enhances worker hearing protection
  - Records attenuation response levels with speed and accuracy

$1.5B segment growing at 3-5%

Emerging segment growing at 25%

$600M segment growing at 2-4%

% represents 5-year nominal CAGR outlook

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Game changing innovation in Commercial Solutions

Advanced Car Wrap Films
- Delivers extensive on-trend designs
- Mix & match films with over-laminates
- Creates new effects

3M™ Envision™ Wrap Films
- World’s first non-PVC wrap film creates a sustainable solution
- Delivers high performance, with easier and faster installation

Stone Floor Protection System
- Comprehensive floor care solution
- Enhances natural stone appearance
- Greatly improves durability and shine

% represents 5-year nominal CAGR outlook

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Game changing innovation in Traffic Safety & Security

Intelligent Traffic Materials
- Enabling connected vehicles infrastructure with enhanced materials
- Building solutions to eliminate accidents and deaths

Digital Printing Revolution
- Delivering fast, flexible and inventory-efficient sign production capability
- Uses 3M sheeting and matched components

Touchless Fingerprint Scanning
- Creating fast, hygienic, and high-resolution fingerprint scanning
- Increasing throughput and productivity

Emerging segment growing at 7%
Productivity segment growing at 8%
$2B segment growing at 3-5%

% represents 5-year nominal CAGR outlook
Driving efficient growth through three levers

Portfolio Management  Investing in Innovation  Business Transformation
Increasing competitive scale and efficiency
Using Business Transformation-driven processes and tools

**Early successes**

**Consolidation**
- Improved scale and leverage
- Strengthened portfolio mix

**Lean Six Sigma**
- Increased Black Belt investment
- Delivered additional $50M savings

**Organizational Productivity**
- Integrated business structure
- Delivered $40M in SG&A savings

**Operating Income Margin**

<table>
<thead>
<tr>
<th>Year</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>22.0%</td>
</tr>
<tr>
<td>2014</td>
<td>22.6%</td>
</tr>
<tr>
<td>2015</td>
<td>23.7%</td>
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**Moving forward**

**Supply Chain Operations**
- Footprint optimization & COE utilization
- Service level improvement

**Lean Six Sigma**
- Lean manufacturing adoption
- Value stream methodology

**Organizational Productivity**
- Global processes and service centers
- Business services consolidation
Safety & Graphics delivers 3M’s Vision to our customers
Bringing the 3M Vision to life