Upcoming investor events

- 2017 earnings conference calls
  - January 24, April 25, July 25 and October 24

- 2017 Europe Investor Day Meeting
  - June 6 – 7
    - Welcome reception evening of June 6
    - Management presentations and plant tour on June 7

- Location: Neuss, Germany
Today’s presenters

**Inge Thulin**
Chairman, President and Chief Executive Officer

**Ashish Khandpur**
Senior Vice President Research and Development and Chief Technology Officer

**Julie Bushman**
Senior Vice President Business Transformation and Information Technology

**Mike Roman**
Executive Vice President Industrial

**Jim Bauman**
Executive Vice President Electronics and Energy

**Mike Vale**
Executive Vice President Health Care

**Nick Gangestad**
Senior Vice President and Chief Financial Officer
Today’s agenda

8:00 a.m.  
Inge Thulin – Chairman, President and CEO  
Ashish Khandpur – Research & Development  
Julie Bushman – Business Transformation  
Mike Roman – Industrial

9:35 a.m.  
Break

9:55 a.m.  
Jim Bauman – Electronics & Energy  
Mike Vale – Health Care  
Nick Gangestad – CFO

11:10 a.m.  
Q&A

12:00 p.m.  
Adjourn
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, 2015, 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 "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.

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