

3M

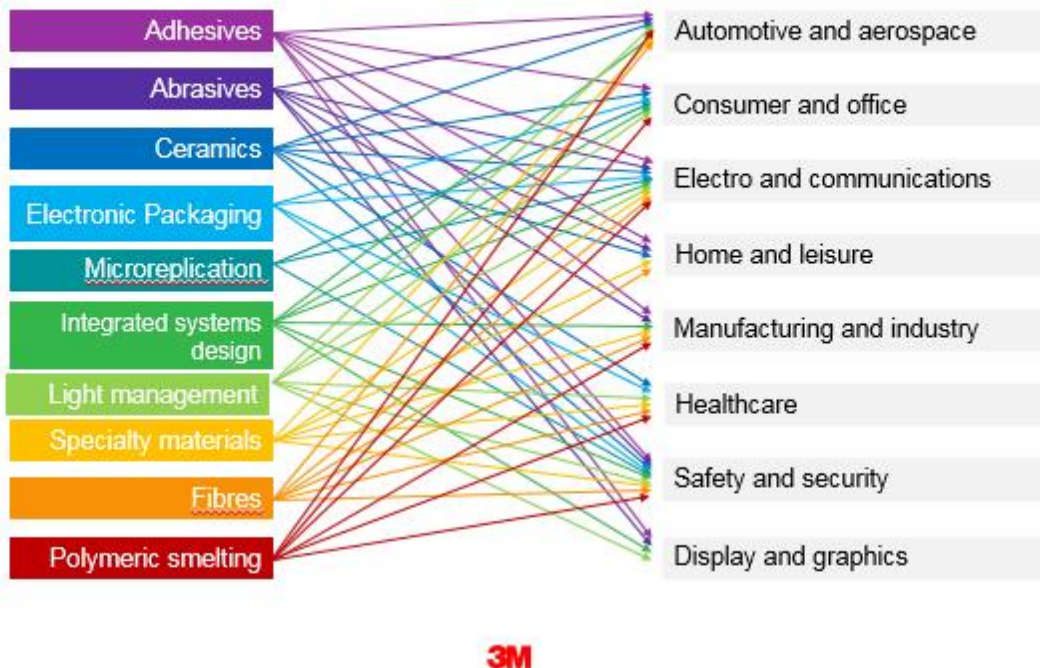
OVERVIEW

3M is strongly committed to decentralization. There are close to 100 profit centers, with each division feeling like a small company. Each division manager acts autonomously and is accountable for his or her actions. As operations within each division get too big and a product created by a division becomes profitable, the operation is spun off to create a separate business unit. This is done to protect the agility of the company and the small-company atmosphere.

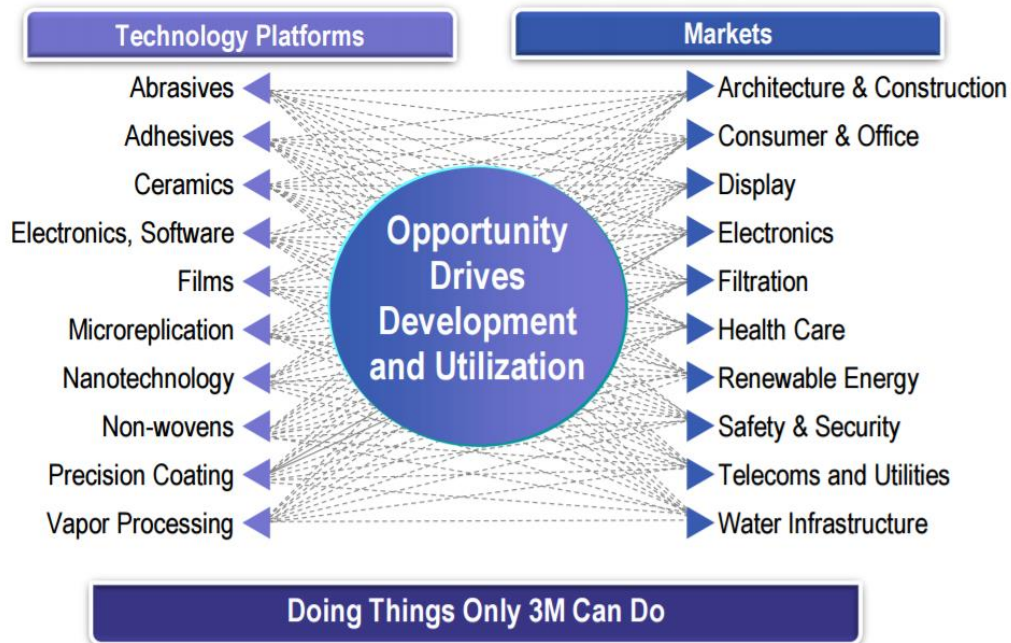
Scientists in the central laboratory are free to focus on pure research - looking for unscripted, unexpected opportunities for breakthroughs. 3M development teams within each of our five business groups then draw upon those core technologies to develop products for targeted markets and geographies.

3M's businesses are organized, managed and internally grouped into segments based on differences in markets, products, technologies, and services. 3M's five business segments bring together common or related 3M technologies, enhancing the development of innovative products and services and providing for efficient sharing of business resources. 3M is an integrated enterprise characterized by substantial intersegment cooperation, cost allocations, and inventory transfers. Therefore, management does not represent that these segments, if operated independently, would report the operating income shown.

3M technology platforms and market diversity



3M Innovation Model

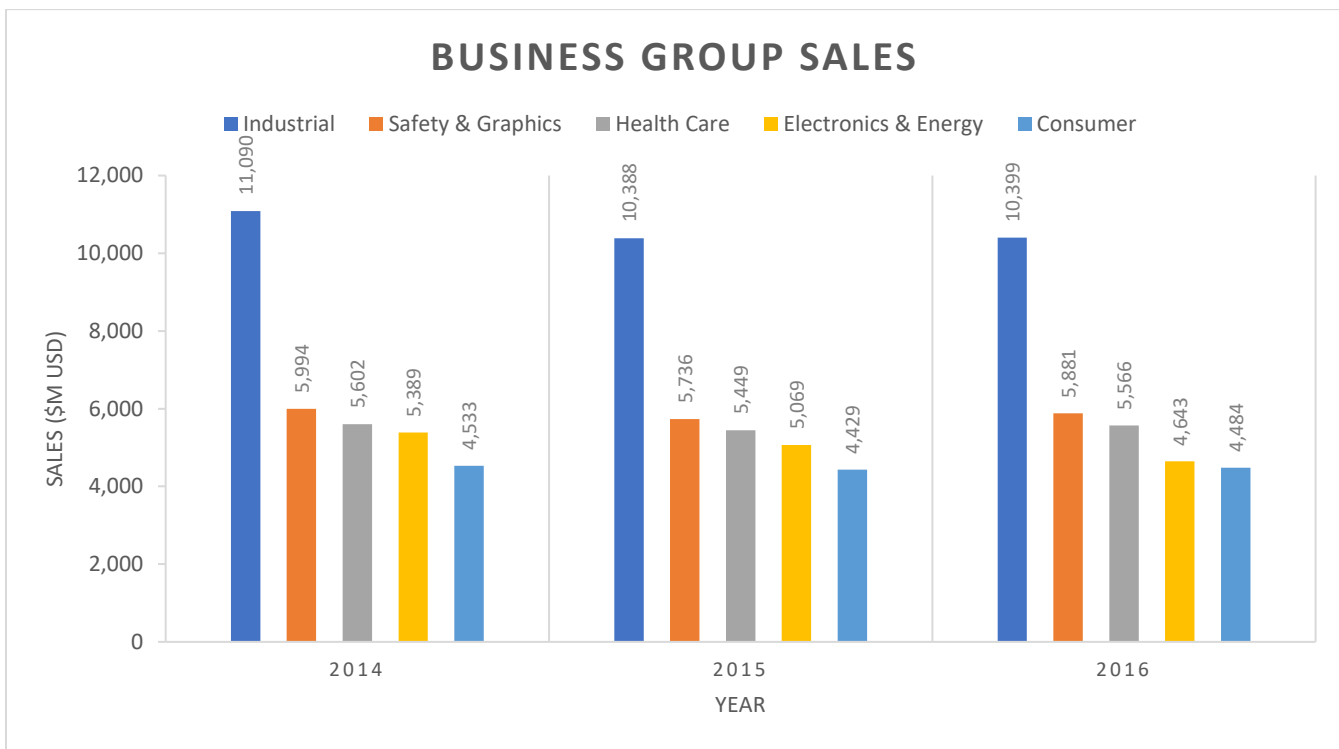


Portfolio actions have positioned us to deliver efficient growth in 2017

Consolidated and aligned organization	Prioritized opportunities and allocated resources	Made strategic acquisitions and divestitures
<p>Realigned from Six Sectors to Five Business Groups</p> <p>6 Sectors → 5 Business Groups</p> <p>Combined businesses to increase scale and relevance</p> <p>40 Businesses → 24 Businesses</p>	<p>Heartland</p> <p>Push Forward</p>	<p>capital SAFETY</p> <p>MEMBRANA <small>Now proudly part of 3M</small></p> <p>IVERA™</p> <p>SCOTT SAFETY</p> <p>TREO SOLUTIONS</p> <p>3M SUMITOMO ELECTRIC</p> <p>Static Control Library Systems</p> <p>License Plate Converting Polyfoam</p> <p>Polymask Safety Prescription Eyewear</p> <p>Identity Management Tolling/ALPR</p>

FINANCIALS

(\$M)	2014	2015	2016
TOTAL SALES	31,821	30,274	30,109



BUSINESS GROUP LEADERSHIP

Health Care Business Group - \$5.6B (FY14)

- Infection Prevention Division – 1.6B
- Oral Care Solutions Division – 1.3B
- Critical & Chronic Care Solutions – 1B
- Health Information Systems – 0.8B

Oral Care Solutions Division - combination of former 3M ESPE Dental and 3M Unitek Orthodontics (6/2015)

James Ingebrand: President and General Manager, 3M Oral Care - <http://www.linkedin.com/in/james-ingebrand-07629210>
[jingebrand@3m.com]

John Tobin: Director, US Business Unit - Oral Care Solutions Division - <https://www.linkedin.com/in/john-tobin-1aaaa610/>

Jacqueline Ketcher: Global Category Manager at 3M Oral Care Solutions Division
<http://www.linkedin.com/in/jacquelineketcher>

Orthodontics

- Sam Lintereur: Global Procedure Marketing Manager <http://www.linkedin.com/in/sam-lintereur-9120a24>

Digital Solutions Business

- Karen Burquest: Global Business Director <http://www.linkedin.com/in/karenburquest>
- Beth Fritcher: Global Category Manager <http://www.linkedin.com/in/bethfritcher>

Dental Composite Material & Dental Curing Lights

- Mark Cotton: Global Category Manager <http://www.linkedin.com/in/markcotton3m>

Preventive Care

- Jerry Spartz: Global Business Team Leader <http://www.linkedin.com/in/jerry-spartz-39288b1>
 - \$300MM+ business

Beth Eskra: Global Category Manager - 3M ESPE Dental Products <http://www.linkedin.com/in/beth-eskra-4265413>