

The logo features the 3M brand name in red, followed by the tagline "Science. Applied to Life.™" in white. The background is a dark blue field with a complex network of glowing blue and green lines and nodes, resembling a molecular or data network structure.

3M Science.
Applied to Life.™

2019 Fourth Quarter Data Book

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Reflects business segment structure effective second quarter 2019.
Also reflects first quarter 2018 adoption of Accounting Standards Update (ASU) No. 2017-07, *Improving the Presentation of Net Periodic Pension Cost and Net Periodic Postretirement Benefit Cost*, which impacted components of Operating income and Other expense (income), net. Years 2014 and prior were not revised.

STOCK AND EQUITY RELATED INFORMATION

		ATTRIBUTABLE TO 3M					DIVI- DENDS PAID PER SHARE
		BASIC NET INCOME		DILUTED NET INCOME			
		DIVIDEND YIELD*	PER SHARE	% INCR. PREV. YR.	PER SHARE	% INCR. PREV. YR.	
2012	1st Qtr.	2.65 %	\$ 1.61	5.9 %	\$ 1.59	6.7 %	\$ 0.59
	2nd Qtr.	2.63	1.68	3.1	1.66	3.8	0.59
	3rd Qtr.	2.55	1.68	9.1	1.65	8.6	0.59
	4th Qtr.	2.54	1.43	5.1	1.41	4.4	0.59
	Year		6.40	5.8	6.32	6.0	2.36
2013	1st Qtr.	2.39	1.63	1.2	1.61	1.3	0.635
	2nd Qtr.	2.32	1.74	3.6	1.71	3.0	0.635
	3rd Qtr.	2.13	1.81	7.7	1.78	7.9	0.635
	4th Qtr.	1.81	1.65	15.4	1.62	14.9	0.635
	Year		6.83	6.7	6.72	6.3	2.54
2014	1st Qtr.	2.52	1.83	12.3	1.79	11.2	0.855
	2nd Qtr.	2.39	1.94	11.5	1.91	11.7	0.855
	3rd Qtr.	2.41	2.02	11.6	1.98	11.2	0.855
	4th Qtr.	2.08	1.85	12.1	1.81	11.7	0.855
	Year		7.63	11.7	7.49	11.5	3.42
2015	1st Qtr.	2.49	1.88	2.7	1.85	3.4	1.025
	2nd Qtr.	2.66	2.06	6.2	2.02	5.8	1.025
	3rd Qtr.	2.89	2.09	3.5	2.05	3.5	1.025
	4th Qtr.	2.72	1.69	(8.6)	1.66	(8.3)	1.025
	Year		7.72	1.2	7.58	1.2	4.10
2016	1st Qtr.	2.66	2.10	11.7	2.05	10.8	1.11
	2nd Qtr.	2.54	2.13	3.4	2.08	3.0	1.11
	3rd Qtr.	2.52	2.20	5.3	2.15	4.9	1.11
	4th Qtr.	2.49	1.93	14.2	1.88	13.3	1.11
	Year		8.35	8.2	8.16	7.7	4.44
2017	1st Qtr.	2.46	2.21	5.2	2.16	5.4	1.175
	2nd Qtr.	2.26	2.65	24.4	2.58	24.0	1.175
	3rd Qtr.	2.24	2.39	8.6	2.33	8.4	1.175
	4th Qtr.	2.00	0.88	(54.4)	0.85	(54.8)	1.175
	Year		8.13	(2.6)	7.93	(2.8)	4.70
2018	1st Qtr.	2.48	1.01	(54.3)	0.98	(54.6)	1.36
	2nd Qtr.	2.77	3.14	18.5	3.07	19.0	1.36
	3rd Qtr.	2.58	2.64	10.5	2.58	10.7	1.36
	4th Qtr.	2.86	2.32	163.6	2.27	167.1	1.36
	Year		9.09	11.8	8.89	12.1	5.44
2019	1st Qtr.	2.77	1.54	52.5	1.51	54.1	1.44
	2nd Qtr.	3.32	1.95	(37.9)	1.92	(37.5)	1.44
	3rd Qtr.	3.50	2.75	4.2	2.72	5.4	1.44
	4th Qtr.	3.26	1.68	(27.6)	1.66	(26.9)	1.44
	Year		7.92	(12.9)	7.81	(12.1)	5.76

* P/E ratio equals common stock closing market price divided by the last four quarters diluted net income per share.
Dividend yield equals that quarter's dividend paid per share multiplied by 4, with this result divided by that quarter's closing stock price.

SUMMARY OF SALES AND INCOME (\$ IN MILLIONS)

		NET SALES		PRETAX INCOME		INCOME TAXES		NONCON- TROLLING INTEREST	NET INCOME ATTRIBUTABLE TO 3M			RETURN ON INVESTED CAPITAL*	
		AMOUNT	% CHANGE PREV. YR.	AMOUNT	% TO SALES	AMOUNT	EFFECTIVE RATE		AMOUNT	AMOUNT	% TO SALES		% CHANGE PREV. YR.
2012	1st Qtr.	\$ 7,486	2.4 %	\$ 1,603	21.4 %	\$ 462	28.8 %	\$ 16	\$ 1,125	15.0 %	4.0 %		
	2nd Qtr.	7,534	(1.9)	1,695	22.5	509	30.1	19	1,167	15.5	0.6		
	3rd Qtr.	7,497	(0.4)	1,644	21.9	464	28.2	19	1,161	15.5	6.7		
	4th Qtr.	7,387	4.2	1,409	19.1	405	28.7	13	991	13.4	3.8		
	Year	29,904	1.0	6,351	21.2	1,840	29.0	67	4,444	14.9	3.7		
2013	1st Qtr.	7,634	2.0	1,617	21.2	470	29.1	18	1,129	14.8	0.4		
	2nd Qtr.	7,752	2.9	1,671	21.6	458	27.4	16	1,197	15.4	2.6		
	3rd Qtr.	7,916	5.6	1,716	21.7	471	27.4	15	1,230	15.5	6.0		
	4th Qtr.	7,569	2.4	1,558	20.6	442	28.4	13	1,103	14.6	11.3		
	Year	30,871	3.2	6,562	21.3	1,841	28.1	62	4,659	15.1	4.8	20.2 %	
2014	1st Qtr.	7,831	2.6	1,688	21.6	463	27.4	18	1,207	15.4	7.0		
	2nd Qtr.	8,134	4.9	1,820	22.4	537	29.5	16	1,267	15.6	5.8		
	3rd Qtr.	8,137	2.8	1,880	23.1	569	30.3	8	1,303	16.0	5.9		
	4th Qtr.	7,719	2.0	1,638	21.2	459	28.0	0	1,179	15.3	7.0		
	Year	31,821	3.1	7,026	22.1	2,028	28.9	42	4,956	15.6	6.4	22.3 %	
2015	1st Qtr.	7,578	(3.2)	1,703	22.5	502	29.5	2	1,199	15.8	(0.7)		
	2nd Qtr.	7,686	(5.5)	1,812	23.6	509	28.1	3	1,300	16.9	2.6		
	3rd Qtr.	7,712	(5.2)	1,845	23.9	547	29.6	2	1,296	16.8	(0.5)		
	4th Qtr.	7,298	(5.4)	1,463	20.0	424	29.0	1	1,038	14.2	(12.0)		
	Year	30,274	(4.9)	6,823	22.5	1,982	29.1	8	4,833	16.0	(2.5)	22.7 %	
2016	1st Qtr.	7,409	(2.2)	1,746	23.6	468	26.8	3	1,275	17.2	6.4		
	2nd Qtr.	7,662	(0.3)	1,835	24.0	542	29.6	2	1,291	16.8	(0.7)		
	3rd Qtr.	7,709	-	1,862	24.2	531	28.5	2	1,329	17.2	2.6		
	4th Qtr.	7,329	0.4	1,610	22.0	454	28.2	1	1,155	15.8	11.4		
	Year	30,109	(0.5)	7,053	23.4	1,995	28.3	8	5,050	16.8	4.5	22.6 %	
2017	1st Qtr.	7,685	3.7	1,737	22.6	411	23.7	3	1,323	17.2	3.7		
	2nd Qtr.	7,810	1.9	2,142	27.4	557	26.0	2	1,583	20.3	22.6		
	3rd Qtr.	8,172	6.0	1,997	24.4	564	28.3	4	1,429	17.5	7.5		
	4th Qtr.	7,990	9.0	1,672	20.9	1,147	68.6	2	523	6.6	(54.7)		
	Year	31,657	5.1	7,548	23.8	2,679	35.5	11	4,858	15.3	(3.8)	21.3 %	
2018	1st Qtr.	8,278	7.7	965	11.7	359	37.2	4	602	7.3	(54.5)		
	2nd Qtr.	8,390	7.4	2,350	28.0	488	20.8	5	1,857	22.1	17.3		
	3rd Qtr.	8,152	(0.2)	1,965	24.1	419	21.3	3	1,543	18.9	8.0		
	4th Qtr.	7,945	(0.6)	1,720	21.7	371	21.6	2	1,347	17.0	157.2		
	Year	32,765	3.5	7,000	21.4	1,637	23.4	14	5,349	16.3	10.1	22.2 %	
2019	1st Qtr.	7,863	(5.0)	1,088	13.8	195	17.9	2	891	11.3	48.0		
	2nd Qtr.	8,171	(2.6)	1,446	17.7	315	21.8	4	1,127	13.8	(39.3)		
	3rd Qtr.	7,991	(2.0)	1,966	24.6	378	19.3	5	1,583	19.8	2.6		
	4th Qtr.	8,111	2.1	1,212	14.9	242	19.9	1	969	11.9	(28.1)		
	Year	32,136	(1.9)	5,712	17.8	1,130	19.8	12	4,570	14.2	(14.6)	17.5 %	

* Return on invested capital is a non-GAAP measure. See Pages 16 and 17 for non-GAAP definitions and reconciliations.

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CONSOLIDATED STATEMENT OF INCOME (\$ IN MILLIONS)

	NET SALES	COST OF SALES	SG & A*	R&D and related exp.	OPERATING INCOME	OTHER EXPENSE (INCOME), NET	PRETAX INCOME	INCOME TAXES	NONCON-TROLLING INTEREST	NET INCOME ATTRIBUTABLE TO 3M
2012										
1st Qtr.	\$ 7,486						\$ 1,603	\$ 462	\$ 16	\$ 1,125
2nd Qtr.	7,534						1,695	509	19	1,167
3rd Qtr.	7,497						1,644	464	19	1,161
4th Qtr.	7,387						1,409	405	13	991
Year	29,904						6,351	1,840	67	4,444
2013										
1st Qtr.	7,634						1,617	470	18	1,129
2nd Qtr.	7,752						1,671	458	16	1,197
3rd Qtr.	7,916						1,716	471	15	1,230
4th Qtr.	7,569						1,558	442	13	1,103
Year	30,871						6,562	1,841	62	4,659
2014										
1st Qtr.	7,831						1,688	463	18	1,207
2nd Qtr.	8,134						1,820	537	16	1,267
3rd Qtr.	8,137						1,880	569	8	1,303
4th Qtr.	7,719						1,638	459	0	1,179
Year	31,821						7,026	2,028	42	4,956
2015										
1st Qtr.	7,578	\$ 3,813	\$ 1,565	\$ 461	\$ 1,739	\$ 36	1,703	502	2	1,199
2nd Qtr.	7,686	3,850	1,551	437	1,848	36	1,812	509	3	1,300
3rd Qtr.	7,712	3,869	1,531	427	1,885	40	1,845	547	2	1,296
4th Qtr.	7,298	3,819	1,539	432	1,508	45	1,463	424	1	1,038
Year	30,274	15,351	6,186	1,757	6,980	157	6,823	1,982	8	4,833
2016										
1st Qtr.	7,409	3,698	1,515	457	1,739	(7)	1,746	468	3	1,275
2nd Qtr.	7,662	3,817	1,583	445	1,817	(18)	1,835	542	2	1,291
3rd Qtr.	7,709	3,867	1,553	434	1,855	(7)	1,862	531	2	1,329
4th Qtr.	7,329	3,736	1,549	428	1,616	6	1,610	454	1	1,155
Year	30,109	15,118	6,200	1,764	7,027	(26)	7,053	1,995	8	5,050
2017										
1st Qtr.	7,685	3,882	1,585	476	1,742	5	1,737	411	3	1,323
2nd Qtr.	7,810	4,020	1,159	478	2,153	11	2,142	557	2	1,583
3rd Qtr.	8,172	4,059	1,637	468	2,008	11	1,997	564	4	1,429
4th Qtr.	7,990	4,094	1,659	448	1,789	117	1,672	1,147	2	523
Year	31,657	16,055	6,040	1,870	7,692	144	7,548	2,679	11	4,858
2018										
1st Qtr.	8,278	4,236	2,549	486	1,007	42	965	359	4	602
2nd Qtr.	8,390	4,227	1,294	468	2,401	51	2,350	488	5	1,857
3rd Qtr.	8,152	4,159	1,547	430	2,016	51	1,965	419	3	1,543
4th Qtr.	7,945	4,060	1,665	437	1,783	63	1,720	371	2	1,347
Year	32,765	16,682	7,055	1,821	7,207	207	7,000	1,637	14	5,349
2019										
1st Qtr.	7,863	4,310	1,940	477	1,136	48	1,088	195	2	891
2nd Qtr.	8,171	4,313	1,686	470	1,702	256	1,446	315	4	1,127
3rd Qtr.	7,991	4,188	1,349	443	2,011	45	1,966	378	5	1,583
4th Qtr.	8,111	4,325	1,940	521	1,325	113	1,212	242	1	969
Year	32,136	17,136	6,915	1,911	6,174	462	5,712	1,130	12	4,570

* SG&A includes gains/losses on sale of businesses for all periods presented.

Reflects first quarter 2018 adoption of ASU No. 2017-07, *Improving the Presentation of Net Periodic Pension Cost and Net Periodic Postretirement Benefit Cost*, which impacted components of Operating income and Other expense (income), net. Years 2014 and prior were not revised.

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CONSOLIDATED STATEMENT OF INCOME PERCENTAGES

		<u>COST OF SALES</u>	<u>SG & A*</u>	<u>R&D and related exp.</u>	<u>OPERATING INCOME</u>	<u>OTHER EXPENSE (INCOME), NET</u>	<u>PRETAX INCOME</u>	<u>INCOME TAXES</u>	<u>NONCON-TROLLING INTEREST</u>	<u>NET INCOME ATTRIBUTABLE TO 3M</u>
2012	1st Qtr.						21.4 %	6.2 %	0.2 %	15.0 %
	2nd Qtr.						22.5	6.8	0.2	15.5
	3rd Qtr.						21.9	6.2	0.2	15.5
	4th Qtr.						19.1	5.5	0.2	13.4
	Year						21.2	6.1	0.2	14.9
2013	1st Qtr.						21.2	6.2	0.2	14.8
	2nd Qtr.						21.6	6.0	0.2	15.4
	3rd Qtr.						21.7	6.0	0.2	15.5
	4th Qtr.						20.6	5.8	0.2	14.6
	Year						21.3	6.0	0.2	15.1
2014	1st Qtr.						21.6	6.0	0.2	15.4
	2nd Qtr.						22.4	6.6	0.2	15.6
	3rd Qtr.						23.1	7.0	0.1	16.0
	4th Qtr.						21.2	5.9	0.0	15.3
	Year						22.1	6.4	0.1	15.6
2015	1st Qtr.	50.4 %	20.6 %	6.1 %	22.9 %	0.4 %	22.5	6.7	0.0	15.8
	2nd Qtr.	50.0	20.2	5.7	24.1	0.5	23.6	6.7	0.0	16.9
	3rd Qtr.	50.2	19.9	5.5	24.4	0.5	23.9	7.1	0.0	16.8
	4th Qtr.	52.3	21.1	5.9	20.7	0.7	20.0	5.8	0.0	14.2
	Year	50.7	20.4	5.8	23.1	0.6	22.5	6.5	0.0	16.0
2016	1st Qtr.	49.9	20.4	6.2	23.5	(0.1)	23.6	6.4	0.0	17.2
	2nd Qtr.	49.8	20.7	5.8	23.7	(0.3)	24.0	7.2	0.0	16.8
	3rd Qtr.	50.2	20.1	5.6	24.1	(0.1)	24.2	6.9	0.1	17.2
	4th Qtr.	51.1	21.1	5.8	22.0	0.0	22.0	6.2	0.0	15.8
	Year	50.2	20.6	5.9	23.3	(0.1)	23.4	6.6	0.0	16.8
2017	1st Qtr.	50.5	20.6	6.2	22.7	0.1	22.6	5.4	0.0	17.2
	2nd Qtr.	51.5	14.8	6.1	27.6	0.2	27.4	7.1	0.0	20.3
	3rd Qtr.	49.7	20.0	5.7	24.6	0.2	24.4	6.9	0.0	17.5
	4th Qtr.	51.2	20.8	5.6	22.4	1.5	20.9	14.3	0.0	6.6
	Year	50.8	19.0	5.9	24.3	0.5	23.8	8.5	0.0	15.3
2018	1st Qtr.	51.1	30.8	5.9	12.2	0.5	11.7	4.3	0.1	7.3
	2nd Qtr.	50.3	15.5	5.6	28.6	0.6	28.0	5.8	0.1	22.1
	3rd Qtr.	51.0	19.0	5.3	24.7	0.6	24.1	5.2	0.0	18.9
	4th Qtr.	51.1	21.0	5.5	22.4	0.7	21.7	4.7	0.0	17.0
	Year	50.9	21.5	5.6	22.0	0.6	21.4	5.1	0.0	16.3
2019	1st Qtr.	54.8	24.7	6.1	14.4	0.6	13.8	2.5	0.0	11.3
	2nd Qtr.	52.8	20.6	5.8	20.8	3.1	17.7	3.9	0.0	13.8
	3rd Qtr.	52.4	16.9	5.5	25.2	0.6	24.6	4.7	0.1	19.8
	4th Qtr.	53.4	23.9	6.4	16.3	1.4	14.9	3.0	0.0	11.9
	Year	53.4	21.5	5.9	19.2	1.4	17.8	3.5	0.1	14.2

* SG&A includes gains/losses on sale of businesses for all periods presented.

Reflects first quarter 2018 adoption of ASU No. 2017-07, *Improving the Presentation of Net Periodic Pension Cost and Net Periodic Postretirement Benefit Cost*, which impacted components of Operating income and Other expense (income), net. Years 2014 and prior were not revised.

CONDENSED CONSOLIDATED BALANCE SHEET - WORKING CAPITAL (\$ IN MILLIONS)

		CURRENT ASSETS						CURRENT LIABILITIES				CURRENT RATIO (a)
		CASH & EQUIV.	MKT SEC.	ACCOUNTS RECEIVABLE-NET	INVENTORIES	OTHER	TOTAL	SHORT-TERM BORROWINGS	ACCOUNTS PAYABLE	OTHER	TOTAL	
2012	4th Qtr.	\$ 2,883	\$ 2,803	\$ 4,061	\$ 3,837	\$ 866	\$ 14,450	\$ 1,085	\$ 1,762	\$ 3,308	\$ 6,155	2.3
2013	1st Qtr.	2,928	2,893	4,418	3,819	933	14,991	1,072	1,820	3,006	5,898	2.5
	2nd Qtr.	2,942	2,842	4,542	3,919	943	15,188	1,062	1,920	3,327	6,309	2.4
	3rd Qtr.	2,340	2,508	4,594	3,948	1,083	14,473	2,244	1,718	3,451	7,413	2.0
	4th Qtr.	2,581	2,198	4,253	3,864	939	13,835	1,683	1,799	3,979	7,461	1.9
2014	1st Qtr.	1,954	2,208	4,598	3,972	1,038	13,770	2,176	1,866	3,365	7,407	1.9
	2nd Qtr.	2,125	2,076	4,759	4,093	974	14,027	1,650	1,844	3,495	6,989	2.0
	3rd Qtr.	1,929	1,860	4,711	3,945	1,063	13,508	2,119	1,796	3,744	7,659	1.8
	4th Qtr.	1,897	1,439	4,238	3,706	1,023	12,303	106	1,807	4,051	5,964	2.1
2015	1st Qtr.	1,791	1,018	4,408	3,704	1,395	12,316	132	1,801	3,096	5,029	2.4
	2nd Qtr.	2,983	502	4,578	3,847	1,278	13,188	86	1,714	3,248	5,048	2.6
	3rd Qtr.	1,605	153	4,610	3,709	1,340	11,417	2,279	1,600	3,105	6,984	1.6
	4th Qtr.	1,798	118	4,154	3,518	1,398	10,986	2,044	1,694	3,380	7,118	1.5
2016	1st Qtr.	1,337	176	4,485	3,627	1,249	10,874	2,212	1,581	3,385	7,178	1.5
	2nd Qtr.	1,688	177	4,667	3,613	1,291	11,436	2,450	1,650	3,154	7,254	1.6
	3rd Qtr.	2,308	358	4,743	3,611	1,159	12,179	1,282	1,621	3,497	6,400	1.9
	4th Qtr.	2,398	280	4,392	3,385	1,271	11,726	972	1,798	3,449	6,219	1.9
2017	1st Qtr.	2,173	141	4,722	3,612	1,253	11,901	909	1,701	3,385	5,995	2.0
	2nd Qtr.	2,654	140	4,919	3,838	1,090	12,641	213	1,782	3,702	5,697	2.2
	3rd Qtr.	2,831	586	5,156	3,975	1,108	13,656	835	1,824	3,939	6,598	2.1
	4th Qtr.	3,053	1,076	4,911	4,034	1,203	14,277	1,853	1,945	3,889	7,687	1.9
2018	1st Qtr.	3,491	604	5,252	4,295	1,176	14,818	3,449	1,874	3,636	8,959	1.7
	2nd Qtr.	2,801	385	5,383	4,238	1,083	13,890	3,225	1,871	3,806	8,902	1.6
	3rd Qtr.	3,185	338	5,329	4,437	1,130	14,419	1,307	2,029	4,000	7,336	2.0
	4th Qtr.	2,853	380	5,020	4,366	1,090	13,709	1,211	2,266	3,767	7,244	1.9
2019	1st Qtr.	2,938	539	5,173	4,538	1,186	14,374	790	2,309	4,026	7,125	2.0
	2nd Qtr.	2,849	139	5,374	4,300	1,389	14,051	892	2,130	4,243	7,265	1.9
	3rd Qtr.	7,731	30	5,020	4,007	1,232	18,020	1,960	2,079	3,782	7,821	2.3
	4th Qtr.	2,353	98	4,791	4,134	1,595	12,971	2,795	2,228	4,199	9,222	1.4

(a) Current Ratio equals current assets divided by current liabilities.

CONDENSED CONSOLIDATED BALANCE SHEET - NON-CURRENT (\$ IN MILLIONS)

		CURRENT	PROPERTY	OTHER	TOTAL	CURRENT	LONG-	OTHER	TOTAL	TOTAL
		ASSETS (a)	PLANT & EQUIPMENT - NET (b)	ASSETS	ASSETS	LIABIL- ITIES (a)	TERM DEBT	LIABILITIES	LIABILITIES	EQUITY (c)
2012	4th Qtr.	\$ 14,450	\$ 8,378	\$ 11,178	\$ 34,006	\$ 6,155	\$ 4,899	\$ 5,191	\$ 16,245	\$ 17,761
2013	1st Qtr.	14,991	8,318	10,785	34,094	5,898	4,848	5,099	15,845	18,249
	2nd Qtr.	15,188	8,329	10,633	34,150	6,309	4,869	4,932	16,110	18,040
	3rd Qtr.	14,473	8,448	10,786	33,707	7,413	3,519	4,802	15,734	17,973
	4th Qtr.	13,835	8,652	10,817	33,304	7,461	4,309	3,865	15,635	17,669
2014	1st Qtr.	13,770	8,630	10,887	33,287	7,407	4,384	3,851	15,642	17,645
	2nd Qtr.	14,027	8,685	10,998	33,710	6,989	5,306	3,848	16,143	17,567
	3rd Qtr.	13,508	8,499	10,578	32,585	7,659	5,204	3,795	16,658	15,927
	4th Qtr.	12,303	8,489	10,582	31,374	5,964	6,705	5,842	18,511	12,863
2015	1st Qtr.	12,316	8,286	10,132	30,734	5,029	6,434	5,598	17,061	13,673
	2nd Qtr.	13,188	8,389	9,899	31,476	5,048	8,398	5,179	18,625	12,851
	3rd Qtr.	11,417	8,470	13,417	33,304	6,984	8,937	5,438	21,359	11,945
	4th Qtr.	10,986	8,515	13,382	32,883	7,118	8,753	5,544	21,415	11,468
2016	1st Qtr.	10,874	8,614	13,659	33,147	7,178	8,927	5,547	21,652	11,495
	2nd Qtr.	11,436	8,604	13,271	33,311	7,254	9,299	5,100	21,653	11,658
	3rd Qtr.	12,179	8,671	13,256	34,106	6,400	11,079	4,858	22,337	11,769
	4th Qtr.	11,726	8,516	12,664	32,906	6,219	10,678	5,666	22,563	10,343
2017	1st Qtr.	11,901	8,551	12,840	33,292	5,995	10,802	5,455	22,252	11,040
	2nd Qtr.	12,641	8,566	12,750	33,957	5,697	11,088	5,528	22,313	11,644
	3rd Qtr.	13,656	8,658	12,923	35,237	6,598	10,828	5,609	23,035	12,202
	4th Qtr.	14,277	8,866	14,844	37,987	7,687	12,096	6,582	26,365	11,622
2018	1st Qtr.	14,818	8,864	14,893	38,575	8,959	12,211	6,366	27,536	11,039
	2nd Qtr.	13,890	8,645	14,243	36,778	8,902	11,294	6,154	26,350	10,428
	3rd Qtr.	14,419	8,630	14,226	37,275	7,336	13,539	6,089	26,964	10,311
	4th Qtr.	13,709	8,738	14,053	36,500	7,244	13,411	5,997	26,652	9,848
2019	1st Qtr.	14,374	8,829	15,937	39,140	7,125	15,580	6,678	29,383	9,757
	2nd Qtr.	14,051	8,998	15,920	38,969	7,265	14,914	6,648	28,827	10,142
	3rd Qtr.	18,020	8,891	15,639	42,550	7,821	17,479	6,486	31,786	10,764
	4th Qtr.	12,971	9,333	22,355	44,659	9,222	17,518	7,793	34,533	10,126

(a) For Details, See Page 7.
(b) For Details, See Page 9.
(c) For Details, See Page 10.

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PROPERTY, PLANT AND EQUIPMENT (\$ IN MILLIONS)

		PP&E COST	ACCUM. DEPRECIATION	NET PP&E	PURCHASES OF PP&E	TOTAL DEPR & AMORTI- ZATION*
2012	4th Qtr.	\$ 22,525	\$ 14,147	\$ 8,378	\$ 507	\$ 332
	Year				1,484	1,288
2013	1st Qtr.	22,468	14,150	8,318	324	336
	2nd Qtr.	22,417	14,088	8,329	394	335
	3rd Qtr.	22,869	14,421	8,448	404	343
	4th Qtr.	23,068	14,416	8,652	543	357
	Year				1,665	1,371
2014	1st Qtr.	23,241	14,611	8,630	293	350
	2nd Qtr.	23,447	14,762	8,685	341	358
	3rd Qtr.	23,095	14,596	8,499	369	350
	4th Qtr.	22,841	14,352	8,489	490	350
	Year				1,493	1,408
2015	1st Qtr.	22,473	14,187	8,286	291	339
	2nd Qtr.	22,851	14,462	8,389	370	344
	3rd Qtr.	22,940	14,470	8,470	354	355
	4th Qtr.	23,098	14,583	8,515	446	397
	Year				1,461	1,435
2016	1st Qtr.	23,564	14,950	8,614	314	356
	2nd Qtr.	23,793	15,189	8,604	323	366
	3rd Qtr.	24,142	15,471	8,671	347	368
	4th Qtr.	23,499	14,983	8,516	436	384
	Year				1,420	1,474
2017	1st Qtr.	23,946	15,395	8,551	287	438
	2nd Qtr.	24,292	15,726	8,566	302	380
	3rd Qtr.	24,659	16,001	8,658	325	377
	4th Qtr.	24,914	16,048	8,866	459	349
	Year				1,373	1,544
2018	1st Qtr.	25,174	16,310	8,864	304	382
	2nd Qtr.	24,758	16,113	8,645	365	380
	3rd Qtr.	24,765	16,135	8,630	377	355
	4th Qtr.	24,873	16,135	8,738	531	371
	Year				1,577	1,488
2019	1st Qtr.	25,124	16,295	8,829	391	375
	2nd Qtr.	25,565	16,567	8,998	421	376
	3rd Qtr.	25,508	16,617	8,891	349	379
	4th Qtr.	26,124	16,791	9,333	538	463
	Year				1,699	1,593

* In addition to depreciation of PP&E, this includes amortization of intangible assets (such as customer related intangibles and patents).

CONDENSED CONSOLIDATED STATEMENT OF EQUITY (\$ IN MILLIONS)

3M COMPANY SHAREHOLDERS

		(SHARES IN 000)				RETAINED EARNINGS						ACCUM. OTHER COMPRE- HENSIVE INCOME (LOSS)**	NONCON- TROLLING INTEREST	TOTAL EQUITY
		COMMON STOCK ISSUED		TREASURY STOCK		ADD'L PAID IN CAPITAL	CASH DIVIDENDS PAID			EQUITY ENTRIES/ OTHER*	ENDING			
		SHARES	PAR VALUE	SHARES	COST		NET INCOME	AMOUNT	PERCENT OF NET INCOME					
Year	Qtr.		\$		\$		\$	\$	%					
2012	4th Qtr.	944,033	\$ 9	256,941	\$ (12,407)	\$ 4,044	\$ 991	\$ (407)	41.1 %	\$ (55)	\$ 30,400	\$ (4,750)	\$ 465	\$ 17,761
	Year						4,444	(1,635)	36.8	(478)				
2013	1st Qtr.	944,033	9	253,838	(12,178)	4,179	1,129	(440)	38.9	(295)	30,794	(5,001)	446	18,249
	2nd Qtr.	944,033	9	260,565	(12,926)	4,243	1,197	(436)	36.4	(118)	31,437	(5,166)	443	18,040
	3rd Qtr.	944,033	9	270,763	(14,124)	4,309	1,230	(431)	35.0	(103)	32,133	(4,810)	456	17,973
	4th Qtr.	944,033	9	280,737	(15,385)	4,375	1,103	(423)	38.4	(676) *	32,137	(3,913)	446	17,669
	Year						4,659	(1,730)	37.1	(1,192) *				
2014	1st Qtr.	944,033	9	289,755	(16,577)	4,545	1,207	(566)	46.9	255 *	33,033	(3,841)	476	17,645
	2nd Qtr.	944,033	9	296,064	(17,466)	4,641	1,267	(556)	43.9	(187)	33,557	(3,666)	492	17,567
	3rd Qtr.	944,033	9	303,214	(18,489)	4,277	1,303	(550)	42.2	(105)	34,205	(4,108)	33	15,927
	4th Qtr.	944,033	9	308,898	(19,307)	4,379	1,179	(544)	46.1	(802) *	34,038	(6,289)	33	12,863
	Year						4,956	(2,216)	44.7	(839) *				
2015	1st Qtr.	944,033	9	309,692	(19,458)	4,607	1,199	(652)	54.4	216 *	34,801	(6,321)	35	13,673
	2nd Qtr.	944,033	9	319,288	(20,983)	4,685	1,300	(646)	49.7	(119)	35,336	(6,233)	37	12,851
	3rd Qtr.	944,033	9	328,320	(22,322)	4,731	1,296	(635)	49.0	(41)	35,956	(6,467)	38	11,945
	4th Qtr.	944,033	9	334,703	(23,308)	4,791	1,038	(628)	60.6	(70)	36,296	(6,359)	39	11,468
	Year						4,833	(2,561)	53.0	(14)				
2016	1st Qtr.	944,033	9	337,519	(23,716)	4,916	1,275	(672)	52.7	(393)	36,506	(6,261)	41	11,495
	2nd Qtr.	944,033	9	339,633	(24,088)	4,963	1,291	(672)	52.1	(210)	36,915	(6,184)	43	11,658
	3rd Qtr.	944,033	9	342,567	(24,618)	5,012	1,329	(670)	50.4	(108)	37,466	(6,146)	46	11,769
	4th Qtr.	944,033	9	347,307	(25,434)	5,061	1,155	(664)	57.5	(50)	37,907	(7,245)	45	10,343
	Year						5,050	(2,678)	53.0	(761)				
2017	1st Qtr.	944,033	9	346,793	(25,354)	5,189	1,323	(702)	53.1	(434)	38,094	(6,949)	51	11,040
	2nd Qtr.	944,033	9	347,266	(25,466)	5,244	1,583	(701)	44.3	(183)	38,793	(6,989)	53	11,644
	3rd Qtr.	944,033	9	348,425	(25,706)	5,302	1,429	(701)	49.1	(67)	39,454	(6,913)	56	12,202
	4th Qtr.	944,033	9	349,149	(25,887)	5,352	523	(699)	133.7	(163)	39,115	(7,026)	59	11,622
	Year						4,858	(2,803)	57.7	(847)				
2018	1st Qtr.	944,033	9	350,341	(26,178)	5,496	602	(810)	134.6	(454)	38,453	(6,803)	62	11,039
	2nd Qtr.	944,033	9	357,420	(27,617)	5,550	1,857	(802)	43.0	(66)	39,442	(7,019)	63	10,428
	3rd Qtr.	944,033	9	361,746	(28,510)	5,597	1,543	(794)	51.5	(71)	40,120	(6,968)	63	10,311
	4th Qtr.	944,033	9	367,458	(29,626)	5,643	1,347	(787)	58.4	(44)	40,636	(6,866)	52	9,848
	Year						5,349	(3,193)	59.7	(635)				
2019	1st Qtr.	944,033	9	367,606	(29,668)	5,755	891	(830)	93.2	462	41,159	(7,552)	54	9,757
	2nd Qtr.	944,033	9	368,754	(29,828)	5,812	1,127	(830)	73.6	(94)	41,362	(7,272)	59	10,142
	3rd Qtr.	944,033	9	368,982	(29,865)	5,861	1,583	(828)	52.3	(32)	42,085	(7,388)	62	10,764
	4th Qtr.	944,033	9	368,848	(29,849)	5,907	969	(828)	85.4	(91)	42,135	(8,139)	63	10,126
	Year						4,570	(3,316)	72.6	(245)				

* All periods include the reissuance of common stock pursuant to stock option and benefit plans. In addition, 4th Qtr. and Year 2013 & 2014 equity entries/other was reduced by approximately \$0.6 billion for dividends declared in both 4th Qtr. 2013 & 2014, but not paid until 1st Qtr. 2014 & 2015, respectively. Equity entries/other shows an offsetting increase in 1st Qtr. 2014 & 2015 when the dividends were paid. Dividends reduce retained earnings in the period declared, not when paid.

** Includes cumulative translation, unrealized gains and losses on debt and equity securities and on cash flow hedging instruments, and defined benefit pension and postretirement plans adjustments.

CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS (\$ IN MILLIONS)

		CASH FLOW FROM OPERATIONS	CASH FLOW FROM INVESTING			CASH FLOW FROM FINANCING				FREE CASH FLOW INFORMATION (a)					
			PURCHASES OF PP&E (CAP EX)	OTHER INVESTING ACTIVITIES	TOTAL	DEBT & OTHER NET	NET CHANGES IN STOCK	CASH DIVIDENDS PAID	TOTAL	EX-CHANGE RATE EFFECTS	NET CHANGE IN CASH & EQUIV.	ENDING CASH AND EQUIV.	FREE CASH FLOW (CASH FROM OPERATIONS LESS CAP EX)	NET INCOME ATTRIBUTABLE TO 3M	FREE CASH FLOW CONVERSION
2012	3 Mos.	\$ 828	\$ (261)	\$ 218	\$ (43)	\$ (1)	\$ (311)	\$ (410)	\$ (722)	\$ 50	\$ 113	\$ 2,332	\$ 567	\$ 1,125	50 %
	6 Mos.	2,217	(619)	(235)	(854)	1,233	(684)	(820)	(271)	(3)	1,089	3,308	1,598	2,292	70
	9 Mos.	3,562	(977)	(1,157)	(2,134)	1,232	(718)	(1,228)	(714)	96	810	3,029	2,585	3,453	75
	12 Mos.	5,300	(1,484)	(1,202)	(2,686)	769	(1,192)	(1,635)	(2,058)	108	664	2,883	3,816	4,444	86
2013	3 Mos.	994	(324)	(81)	(405)	21	(67)	(440)	(486)	(58)	45	2,928	670	1,129	59
	6 Mos.	2,673	(718)	(22)	(740)	41	(892)	(876)	(1,727)	(147)	59	2,942	1,955	2,326	84
	9 Mos.	3,824	(1,122)	420	(702)	(170)	(2,166)	(1,307)	(3,643)	(22)	(543)	2,340	2,702	3,556	76
	12 Mos.	5,817	(1,665)	809	(856)	87	(3,603)	(1,730)	(5,246)	(17)	(302)	2,581	4,152	4,659	89
2014	3 Mos.	1,092	(293)	6	(287)	608	(1,441)	(566)	(1,399)	(33)	(627)	1,954	799	1,207	66
	6 Mos.	2,732	(634)	55	(579)	1,087	(2,549)	(1,122)	(2,584)	(25)	(456)	2,125	2,098	2,474	85
	9 Mos.	4,443	(1,003)	425	(578)	833	(3,634)	(1,672)	(4,473)	(44)	(652)	1,929	3,440	3,777	91
	12 Mos.	6,626	(1,493)	897	(596)	297	(4,684)	(2,216)	(6,603)	(111)	(684)	1,897	5,133	4,956	104
2015	3 Mos.	1,080	(291)	291	0	75	(577)	(652)	(1,154)	(32)	(106)	1,791	789	1,199	66
	6 Mos.	2,418	(661)	827	166	1,955	(2,131)	(1,298)	(1,474)	(24)	1,086	2,983	1,757	2,499	70
	9 Mos.	4,082	(1,015)	(1,596)	(2,611)	3,825	(3,586)	(1,933)	(1,694)	(69)	(292)	1,605	3,067	3,795	81
	12 Mos.	6,420	(1,461)	(1,356)	(2,817)	3,516	(4,603)	(2,561)	(3,648)	(54)	(99)	1,798	4,959	4,833	103
2016	3 Mos.	1,260	(314)	34	(280)	116	(870)	(672)	(1,426)	(15)	(461)	1,337	946	1,275	74
	6 Mos.	2,545	(637)	7	(630)	759	(1,443)	(1,344)	(2,028)	3	(110)	1,688	1,908	2,566	74
	9 Mos.	4,453	(984)	(189)	(1,173)	1,322	(2,088)	(2,014)	(2,780)	10	510	2,308	3,469	3,895	89
	12 Mos.	6,662	(1,420)	17	(1,403)	1,001	(2,949)	(2,678)	(4,626)	(33)	600	2,398	5,242	5,050	104
2017	3 Mos.	988	(287)	197	(90)	(74)	(375)	(702)	(1,151)	28	(225)	2,173	701	1,323	53
	6 Mos.	2,630	(589)	1,016	427	(765)	(688)	(1,403)	(2,856)	55	256	2,654	2,041	2,906	70
	9 Mos.	4,380	(914)	560	(354)	(613)	(982)	(2,104)	(3,699)	106	433	2,831	3,466	4,335	80
	12 Mos.	6,240	(1,373)	(1,713)	(3,086)	1,482	(1,334)	(2,803)	(2,655)	156	655	3,053	4,867	4,858	100
2018	3 Mos.	143	(304)	585	281	1,574	(718)	(810)	46	(32)	438	3,491	(161)	602	(27)
	6 Mos.	2,042	(669)	1,576	907	748	(2,232)	(1,612)	(3,096)	(105)	(252)	2,801	1,373	2,459	56
	9 Mos.	4,181	(1,046)	1,684	638	1,057	(3,200)	(2,406)	(4,549)	(138)	132	3,185	3,135	4,002	78
	12 Mos.	6,439	(1,577)	1,799	222	877	(4,385)	(3,193)	(6,701)	(160)	(200)	2,853	4,862	5,349	91
2019	3 Mos.	1,048	(391)	(834)	(1,225)	1,574	(486)	(830)	258	4	85	2,938	657	891	74
	6 Mos.	2,710	(812)	(423)	(1,235)	919	(736)	(1,660)	(1,477)	(2)	(4)	2,849	1,898	2,018	94
	9 Mos.	4,732	(1,161)	16	(1,145)	4,621	(806)	(2,488)	1,327	(36)	4,878	7,731	3,571	3,601	99
	12 Mos.	7,070	(1,699)	(4,745)	(6,444)	3,052	(860)	(3,316)	(1,124)	(2)	(500)	2,353	5,371	4,570	118

(a) For Details, See Pages 16 and 17 for non-GAAP definitions and reconciliations, including detailed reconciliation for years 2013 through 2017, and year-to-date 2018.

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Worldwide Sales & Volume Growth by Area - Summary
December 2019

United States													FY 2017	FY 2018	FY 2019
	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019			
Organic Local Currency Growth	1.4	1.9	3.6	2.8	2.3	5.6	0.5	4.4	-0.4	0.1	-1.1	-2.9	2.5	3.2	-1.1
Acquisitions	0.0	0.0	0.0	2.2	2.6	2.8	2.3	0.0	1.5	2.2	2.1	10.6	0.5	1.9	4.1
Divestitures	-0.9	-1.4	-1.6	-2.0	-1.4	-1.3	-1.5	-1.1	-1.0	-0.6	-0.2	-0.3	-1.5	-1.3	-0.5
Acquisition/Divestiture, Net	-0.9	-1.4	-1.6	0.2	1.2	1.5	0.8	-1.1	0.5	1.6	1.9	10.3	-1.0	0.6	3.6
Translation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Reported Sales	0.5	0.5	2.0	3.0	3.5	7.1	1.3	3.3	0.1	1.7	0.8	7.4	1.5	3.8	2.5
Asia Pacific													FY 2017	FY 2018	FY 2019
	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019			
Organic Local Currency Growth	10.1	10.0	12.8	11.9	4.9	5.5	3.2	2.0	-3.6	-0.9	-4.4	-2.7	11.2	3.8	-2.9
Acquisitions	0.0	0.0	0.0	0.7	0.6	0.8	0.5	0.0	0.0	0.0	0.1	1.0	0.2	0.5	0.3
Divestitures	-0.1	-0.4	-0.5	-0.7	-0.6	-0.6	-0.6	-0.4	-0.3	-0.2	0.0	-0.1	-0.4	-0.6	-0.2
Acquisition/Divestiture, Net	-0.1	-0.4	-0.5	0.0	0.0	0.2	-0.1	-0.4	-0.3	-0.2	0.1	0.9	-0.2	-0.1	0.1
Translation	-0.1	-1.3	-1.5	2.5	5.1	2.2	-1.5	-2.4	-3.5	-2.4	-0.7	0.1	-0.1	0.8	-1.7
Total Reported Sales	9.9	8.3	10.8	14.4	10.0	7.9	1.6	-0.8	-7.4	-3.5	-5.0	-1.7	10.9	4.5	-4.5
Europe, Middle East Africa													FY 2017	FY 2018	FY 2019
	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019			
Organic Local Currency Growth	3.9	-1.7	3.9	6.8	0.1	5.9	-0.9	1.3	0.7	-3.6	2.0	-2.7	3.1	1.7	-0.9
Acquisitions	0.0	0.0	0.0	3.2	3.2	3.1	2.9	0.0	0.1	0.0	0.0	4.0	0.7	2.2	1.0
Divestitures	-0.1	-0.8	-0.8	-1.7	-2.0	-2.0	-2.9	-2.9	-2.4	-1.8	-1.3	-1.8	-0.8	-2.5	-1.9
Acquisition/Divestiture, Net	-0.1	-0.8	-0.8	1.5	1.2	1.1	0.0	-2.9	-2.3	-1.8	-1.3	2.2	-0.1	-0.3	-0.9
Translation	-4.0	-1.2	4.2	8.8	12.4	2.6	-3.0	-4.8	-7.8	-4.0	-4.8	-1.5	1.7	1.7	-4.6
Total Reported Sales	-0.1	-3.6	7.4	17.1	13.7	9.5	-3.9	-6.4	-9.4	-9.4	-4.1	-2.0	4.8	3.1	-6.4
Latin America and Canada													FY 2017	FY 2018	FY 2019
	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019			
Organic Local Currency Growth	2.3	3.7	5.3	2.5	3.5	6.0	2.1	5.0	0.8	0.7	2.8	0.0	3.6	4.1	1.1
Acquisitions	0.0	0.0	0.0	0.7	1.1	0.9	0.8	0.0	0.1	0.1	0.1	2.9	0.2	0.7	0.8
Divestitures	-0.5	-1.3	-2.1	-1.5	-1.3	-1.5	-1.5	-1.4	-1.2	-0.8	0.0	-0.1	-1.4	-1.4	-0.6
Acquisition/Divestiture, Net	-0.5	-1.3	-2.1	-0.8	-0.2	-0.6	-0.7	-1.4	-1.1	-0.7	0.1	2.8	-1.2	-0.7	0.2
Translation	4.3	0.1	2.4	2.3	1.0	-2.3	-6.9	-6.4	-6.2	-2.9	-2.3	-1.6	2.2	-3.7	-3.3
Total Reported Sales	6.1	2.5	5.6	4.0	4.3	3.1	-5.5	-2.8	-6.5	-2.9	0.6	1.2	4.6	-0.3	-2.0
International													FY 2017	FY 2018	FY 2019
	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019			
Organic Local Currency Growth	6.7	4.6	8.7	8.2	3.1	5.7	1.7	2.2	-1.5	-1.6	-1.3	-2.3	7.0	3.2	-1.7
Acquisitions	0.0	0.0	0.0	1.5	1.5	1.6	1.3	0.0	0.1	0.0	0.1	2.3	0.4	1.1	0.6
Divestitures	-0.1	-0.7	-0.9	-1.1	-1.2	-1.2	-1.5	-1.4	-1.2	-0.9	-0.4	-0.7	-0.7	-1.4	-0.8
Acquisition/Divestiture, Net	-0.1	-0.7	-0.9	0.4	0.3	0.4	-0.2	-1.4	-1.1	-0.9	-0.3	1.6	-0.3	-0.3	-0.2
Translation	-0.8	-1.0	1.0	4.5	6.9	1.6	-2.8	-3.8	-5.4	-3.0	-2.2	-0.7	0.9	0.4	-2.9
Total Reported Sales	5.8	2.9	8.8	13.1	10.3	7.7	-1.3	-3.0	-8.0	-5.5	-3.8	-1.4	7.6	3.3	-4.8
Total Company													FY 2017	FY 2018	FY 2019
	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019			
Organic Local Currency Growth	4.6	3.5	6.6	6.0	2.8	5.6	1.3	3.0	-1.1	-0.9	-1.3	-2.6	5.2	3.2	-1.5
Acquisitions	0.0	0.0	0.0	1.8	1.9	2.1	1.7	0.0	0.6	0.9	0.9	5.6	0.4	1.4	2.0
Divestitures	-0.4	-1.0	-1.2	-1.5	-1.2	-1.3	-1.5	-1.3	-1.1	-0.8	-0.3	-0.5	-1.0	-1.3	-0.7
Acquisition/Divestiture, Net	-0.4	-1.0	-1.2	0.3	0.7	0.8	0.2	-1.3	-0.5	0.1	0.6	5.1	-0.6	0.1	1.3
Translation	-0.5	-0.6	0.6	2.7	4.2	1.0	-1.7	-2.3	-3.4	-1.8	-1.3	-0.4	0.5	0.2	-1.7
Total Reported Sales	3.7	1.9	6.0	9.0	7.7	7.4	-0.2	-0.6	-5.0	-2.6	-2.0	2.1	5.1	3.5	-1.9



Worldwide Sales & Volume Growth by Business Segment - Summary

December 2019

Safety and Industrial Business Group															
	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2017	FY 2018	FY 2019
Organic Local Currency Growth	4.6	2.9	6.8	8.2	2.9	6.2	0.7	1.6	-2.1	-5.0	-3.3	-2.8	5.5	2.8	-3.3
Acquisitions	0.0	0.0	0.0	4.8	4.9	5.4	4.6	0.0	0.0	0.0	0.0	0.0	1.1	3.7	0.0
Divestitures	-1.1	-1.0	-1.0	-0.5	-0.2	-1.4	-3.3	-3.2	-2.7	-1.9	-0.8	-1.4	-0.8	-2.1	-1.7
Acquisition/Divestiture, Net	-1.1	-1.0	-1.0	4.3	4.7	4.0	1.3	-3.2	-2.7	-1.9	-0.8	-1.4	0.3	1.6	-1.7
Translation	-0.5	-0.6	0.9	3.1	4.7	1.0	-2.1	-2.7	-3.8	-2.1	-1.6	-0.6	0.7	0.2	-2.1
Total Reported Sales	3.0	1.3	6.7	15.6	12.3	11.2	-0.1	-4.3	-8.6	-9.0	-5.7	-4.8	6.5	4.6	-7.1

Transportation and Electronics Business Group															
	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2017	FY 2018	FY 2019
Organic Local Currency Growth	9.1	7.8	10.1	7.0	3.0	5.4	3.0	3.3	-3.5	-1.2	-3.4	-5.9	8.5	3.7	-3.5
Acquisitions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Divestitures	-0.1	-2.1	-2.7	-4.3	-3.7	-2.2	-0.9	0.0	0.0	0.0	0.0	0.0	-2.3	-1.7	0.0
Acquisition/Divestiture, Net	-0.1	-2.1	-2.7	-4.3	-3.7	-2.2	-0.9	0.0	0.0	0.0	0.0	0.0	-2.3	-1.7	0.0
Translation	-0.7	-0.7	0.0	2.2	4.3	1.3	-1.4	-2.0	-3.0	-1.7	-1.0	-0.3	0.2	0.5	-1.5
Total Reported Sales	8.3	5.0	7.4	4.9	3.6	4.5	0.7	1.3	-6.5	-2.9	-4.4	-6.2	6.4	2.5	-5.0

Health Care Business Group															
	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2017	FY 2018	FY 2019
Organic Local Currency Growth	2.9	1.8	6.4	2.8	2.5	4.4	-0.7	4.5	0.7	3.5	2.0	-0.2	3.5	2.6	1.6
Acquisitions	0.0	0.0	0.0	0.1	0.1	0.1	0.0	0.0	2.8	4.4	4.4	26.0	0.0	0.0	9.4
Divestitures	0.0	0.0	0.0	0.0	-0.1	-0.3	-0.2	-0.1	-0.2	0.0	0.0	0.0	0.0	-0.1	-0.1
Acquisition/Divestiture, Net	0.0	0.0	0.0	0.1	0.0	-0.2	-0.2	-0.1	2.6	4.4	4.4	26.0	0.0	-0.1	9.3
Translation	-0.8	-0.7	0.9	2.9	4.6	1.2	-1.7	-2.5	-3.7	-2.1	-1.7	-0.4	0.5	0.4	-2.0
Total Reported Sales	2.1	1.1	7.3	5.8	7.1	5.4	-2.6	1.9	-0.4	5.8	4.7	25.4	4.0	2.9	8.9

Consumer Business Group															
	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2017	FY 2018	FY 2019
Organic Local Currency Growth	0.1	1.2	3.6	6.5	2.1	4.6	-2.2	1.9	1.6	0.7	2.6	0.2	2.8	1.5	1.3
Acquisitions	0.0	0.0	0.0	0.0	0.3	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.0
Divestitures	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Acquisition/Divestiture, Net	0.0	0.0	0.0	0.0	0.3	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.0
Translation	0.4	-0.2	0.3	1.8	2.8	0.3	-1.3	-1.7	-2.7	-1.2	-0.9	-0.2	0.6	-0.1	-1.2
Total Reported Sales	0.5	1.0	3.9	8.3	5.2	5.1	-3.3	0.2	-1.1	-0.5	1.7	0.0	3.4	1.6	0.1

Total Company															
	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2017	FY 2018	FY 2019
Organic Local Currency Growth	4.6	3.5	6.6	6.0	2.8	5.6	1.3	3.0	-1.1	-0.9	-1.3	-2.6	5.2	3.2	-1.5
Acquisitions	0.0	0.0	0.0	1.8	1.9	2.1	1.7	0.0	0.6	0.9	0.9	5.6	0.4	1.4	2.0
Divestitures	-0.4	-1.0	-1.2	-1.5	-1.2	-1.3	-1.5	-1.3	-1.1	-0.8	-0.3	-0.5	-1.0	-1.3	-0.7
Acquisition/Divestiture, Net	-0.4	-1.0	-1.2	0.3	0.7	0.8	0.2	-1.3	-0.5	0.1	0.6	5.1	-0.6	0.1	1.3
Translation	-0.5	-0.6	0.6	2.7	4.2	1.0	-1.7	-2.3	-3.4	-1.8	-1.3	-0.4	0.5	0.2	-1.7
Total Reported Sales	3.7	1.9	6.0	9.0	7.7	7.4	-0.2	-0.6	-5.0	-2.6	-2.0	2.1	5.1	3.5	-1.9



GEOGRAPHIC AREAS (\$ IN MILLIONS)

		United States	Asia Pacific	Europe, Middle East and Africa	Latin America and Canada	Other Unallocated	Total Company
Net Sales	2019	\$13,159	\$9,796	\$6,226	\$2,965	(\$10)	\$32,136
	2018	12,840	10,254	6,654	3,024	(7)	32,765
	2017	12,372	9,809	6,456	3,033	(13)	31,657

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**REFLECTS BUSINESS SEGMENT STRUCTURE
EFFECTIVE SECOND QUARTER 2019**

	2017	2017	2017	2017	2018	2018	2018	2018	2019	2019	2019	2019	2017	2018	2019
	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Year	Year	Year
SALES															
Safety and Industrial	\$ 2,910	\$ 2,926	\$ 3,024	\$ 3,086	\$ 3,268	\$ 3,253	\$ 3,021	\$ 2,952	\$ 2,986	\$ 2,961	\$ 2,849	\$ 2,811	\$ 11,946	\$ 12,494	\$ 11,607
Transportation and Electronics	2,431	2,418	2,602	2,410	2,519	2,527	2,619	2,441	2,357	2,452	2,503	2,290	9,861	10,106	9,602
Health Care	1,630	1,642	1,687	1,676	1,745	1,730	1,643	1,708	1,738	1,831	1,721	2,141	6,635	6,826	7,431
Consumer	1,148	1,245	1,347	1,266	1,208	1,309	1,302	1,267	1,194	1,303	1,324	1,268	5,006	5,086	5,089
Corporate and Unallocated	2	3	-	(3)	-	12	35	3	22	48	28	12	2	50	110
Elimination of Dual Credit	(436)	(424)	(488)	(445)	(462)	(441)	(468)	(426)	(434)	(424)	(434)	(411)	(1,793)	(1,797)	(1,703)
Total	\$ 7,685	\$ 7,810	\$ 8,172	\$ 7,990	\$ 8,278	\$ 8,390	\$ 8,152	\$ 7,945	\$ 7,863	\$ 8,171	\$ 7,991	\$ 8,111	\$ 31,657	\$ 32,765	\$ 32,136
OPERATING INCOME (REPORTED)															
Safety and Industrial	\$ 664	\$ 619	\$ 728	\$ 592	\$ 771	\$ 1,285	\$ 697	\$ 670	\$ 644	\$ 653	\$ 765	\$ 586	\$ 2,603	\$ 3,423	\$ 2,648
Transportation and Electronics	569	1,040	695	682	656	669	726	598	523	592	631	475	2,986	2,649	2,221
Health Care	463	433	500	481	498	470	475	478	464	483	459	457	1,877	1,921	1,863
Consumer	237	214	323	277	232	279	300	260	233	268	308	296	1,051	1,071	1,105
Corporate and Unallocated	(84)	(47)	(108)	(128)	(1,036)	(200)	(57)	(116)	(625)	(193)	(40)	(385)	(367)	(1,409)	(1,243)
Elimination of Dual Credit	(107)	(106)	(130)	(115)	(114)	(102)	(125)	(107)	(103)	(101)	(112)	(104)	(458)	(448)	(420)
Total	\$ 1,742	\$ 2,153	\$ 2,008	\$ 1,789	\$ 1,007	\$ 2,401	\$ 2,016	\$ 1,783	\$ 1,136	\$ 1,702	\$ 2,011	\$ 1,325	\$ 7,692	\$ 7,207	\$ 6,174
OPERATING INCOME % (REPORTED)															
Safety and Industrial	22.8%	21.1%	24.1%	19.2%	23.6%	39.5%	23.1%	22.7%	21.6%	22.1%	26.8%	20.9%	21.8%	27.4%	22.8%
Transportation and Electronics	23.4%	43.0%	26.7%	28.3%	26.0%	26.5%	27.7%	24.5%	22.2%	24.1%	25.2%	20.8%	30.3%	26.2%	23.1%
Health Care	28.4%	26.4%	29.7%	28.7%	28.6%	27.2%	28.9%	28.0%	26.7%	26.4%	26.7%	21.3%	28.3%	28.1%	25.1%
Consumer	20.6%	17.2%	24.0%	21.9%	19.2%	21.3%	23.1%	20.4%	19.5%	20.6%	23.2%	23.4%	21.0%	21.0%	21.7%
Total	22.7%	27.6%	24.6%	22.4%	12.2%	28.6%	24.7%	22.4%	14.4%	20.8%	25.2%	16.3%	24.3%	22.0%	19.2%

<u>SUPPLEMENTAL FINANCIAL INFORMATION -- NON-GAAP MEASURES DEFINITIONS</u>					
Free cash flow / Free cash flow conversion:					
<p>Free cash flow and free cash flow conversion are not defined under U.S. generally accepted accounting principles (GAAP). Therefore, they should not be considered a substitute for income or cash flow data prepared in accordance with U.S. GAAP and may not be comparable to similarly titled measures used by other companies. The Company defines free cash flow as net cash provided by operating activities less purchases of property, plant and equipment. It should not be inferred that the entire free cash flow amount is available for discretionary expenditures. The Company defines free cash flow conversion as free cash flow divided by net income attributable to 3M. The Company believes free cash flow and free cash flow conversion are meaningful to investors as they are useful measures of performance and the Company uses these measures as an indication of the strength of the company and its ability to generate cash.</p>					
Return on Invested Capital (ROIC)					
<p>Return on Invested Capital (ROIC) is not defined under U.S. generally accepted accounting principles. Therefore, ROIC should not be considered a substitute for other measures prepared in accordance with U.S. GAAP and may not be comparable to similarly titled measures used by other companies. The Company defines ROIC as adjusted net income (net income including non-controlling interest plus after-tax interest expense) divided by average invested capital (equity plus debt). The Company believes ROIC is meaningful to investors as it focuses on shareholder value creation.</p>					
See next page for reconciliations of these non-GAAP measures.					
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SUPPLEMENTAL FINANCIAL INFORMATION -- NON-GAAP MEASURES (\$ IN MILLIONS)

	Year	Year	Year	Year	Year
	2015	2016	2017	2018	2019
Non-GAAP Measures Reconciliations:					
Return on Invested Capital (non-GAAP measure)					
Net income including non-controlling interest	\$ 4,841	\$ 5,058	\$ 4,869	\$ 5,363	\$ 4,582
Interest expense (after-tax) (1)	\$ 106	\$ 143	\$ 208	\$ 268	\$ 359
Adjusted net income (Return)	\$ 4,947	\$ 5,201	\$ 5,077	\$ 5,631	\$ 4,941
Average shareholders' equity (including non-controlling interest) (2)	\$ 12,484	\$ 11,316	\$ 11,627	\$ 10,407	\$ 10,198
Average short-term and long-term debt (3)	\$ 9,266	\$ 11,725	\$ 12,156	\$ 14,912	\$ 17,982
Average invested capital	\$ 21,750	\$ 23,041	\$ 23,783	\$ 25,318	\$ 28,180
Return on invested capital (non-GAAP measure)	22.7%	22.6%	21.3%	22.2%	17.5%
(1) Effective income tax rate used for interest expense	29.1%	28.3%	35.5%	23.4%	19.8%
(2) Calculation of average equity (includes non-controlling interest)					
Ending shareholders' equity as of:					
March 31	\$ 13,673	\$ 11,495	\$ 11,040	\$ 11,039	\$ 9,757
June 30	\$ 12,851	\$ 11,658	\$ 11,644	\$ 10,428	\$ 10,142
September 30	\$ 11,945	\$ 11,769	\$ 12,202	\$ 10,311	\$ 10,764
December 31	\$ 11,468	\$ 10,343	\$ 11,622	\$ 9,848	\$ 10,126
Average shareholders' equity	\$ 12,484	\$ 11,316	\$ 11,627	\$ 10,407	\$ 10,198
(3) Calculation of average debt:					
Ending short-term and long-term debt as of:					
March 31	\$ 6,566	\$ 11,139	\$ 11,711	\$ 15,660	\$ 16,370
June 30	\$ 8,484	\$ 11,749	\$ 11,301	\$ 14,519	\$ 15,806
September 30	\$ 11,216	\$ 12,361	\$ 11,663	\$ 14,846	\$ 19,439
December 31	\$ 10,797	\$ 11,650	\$ 13,949	\$ 14,622	\$ 20,313
Average short-term and long-term debt	\$ 9,266	\$ 11,725	\$ 12,156	\$ 14,912	\$ 17,982
Free Cash Flow and Free Cash Flow Conversion					
(non-GAAP measures)					
	Year	Year	Year	Year	Year
	2015	2016	2017	2018	2019
Major GAAP Cash Flow Categories					
Net cash provided by operating activities	\$ 6,420	\$ 6,662	\$ 6,240	\$ 6,439	\$ 7,070
Net cash provided by (used in) investing activities	\$ (2,817)	\$ (1,403)	\$ (3,086)	\$ 222	\$ (6,444)
Net cash provided by (used in) financing activities	\$ (3,648)	\$ (4,626)	\$ (2,655)	\$ (6,701)	\$ (1,124)
Free Cash Flow (non-GAAP measure)					
Net cash provided by operating activities	\$ 6,420	\$ 6,662	\$ 6,240	\$ 6,439	\$ 7,070
Purchases of property, plant and equipment	\$ (1,461)	\$ (1,420)	\$ (1,373)	\$ (1,577)	\$ (1,699)
Free cash flow (non-GAAP measure)	\$ 4,959	\$ 5,242	\$ 4,867	\$ 4,862	\$ 5,371
Net income attributable to 3M	\$ 4,833	\$ 5,050	\$ 4,858	\$ 5,349	\$ 4,570
Free cash flow conversion (non-GAAP measure)	103%	104%	100%	91%	118%



MISCELLANEOUS DATA (\$ IN MILLIONS)

	<u>2019</u>	<u>2018</u>	<u>2017</u>
International Sales	\$18,977	\$19,925	\$19,285
Percent of Total Sales	59 %	61 %	61 %
Research, Development and Related Expenditures	\$1,911	\$1,821	\$1,870
Percent of Sales	5.9 %	5.6 %	5.9 %
Number of Stockholders at Year-end	74,173	76,757	78,598
Number of Employees at Year-end			
United States	39,662	37,412	36,958
International	<u>56,501</u>	<u>56,104</u>	<u>54,578</u>
Total	<u>96,163</u>	<u>93,516</u>	<u>91,536</u>

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SUMMARY OF LOCATIONS

(as of December 31, 2019)

United States
International

Total

Plant
Locations

71
100

171

OPERATIONS IN MORE THAN 70 COUNTRIES

Argentina
Australia
Austria
Belgium
Bolivia
Brazil
Bulgaria
Canada
Chile
China
Colombia
Costa Rica
Czech Republic
Denmark
Dominican Republic
Ecuador
Egypt
El Salvador

Estonia
Finland
France
Germany
Greece
Guatemala
Hong Kong
Hungary
India
Indonesia
Ireland
Israel
Italy
Jamaica
Japan
Kazakhstan
Kenya
Korea

Latvia
Lithuania
Malaysia
Mexico
Morocco
Netherlands
New Zealand
Nigeria
Norway
Pakistan
Panama
Paraguay
Peru
Philippines
Poland
Portugal
Romania
Russia

Saudi Arabia
Singapore
Slovakia
South Africa
Spain
Sweden
Switzerland
Taiwan
Thailand
Trinidad/Tobago
Turkey
Ukraine
United Arab Emirates
United Kingdom
United States
Uruguay
Vietnam

NOTES

1. All share and per share data have been adjusted for stock splits.

<u>Year of Split</u>	<u>Ratio</u>	One original share, if held, is now 3,072 shares
2003	2 for 1	
1994	2 for 1	
1987	2 for 1	
1972	2 for 1	
1960	3 for 1	
1956	2 for 1	
1951	4 for 1	
1945	2 for 1	
1922	2 for 1	
1920	2 for 1	

2. 3M Stock is formally listed on the following stock exchanges:

New York	since 1945
Chicago	since 1964
Swiss	since 1967

FOURTH QUARTER 2019

We have prepared this databook in response to frequent requests for historical financial data. It is not, of course, intended for use as a prospectus. If you have any questions, I would welcome your call (651)736-0041.

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