

3M Facts

Year-end 2006

3M is one of 30 companies in the Dow Jones Industrial Average and also is a component of the Standard & Poor's 500 Index.

Sales

Worldwide	\$22.923 billion
International	\$14.070 billion
61% of company's total	

Net Income*

Net income – reported	\$3.851 billion
Percent to sales	16.8%
Earnings per share - diluted – reported	\$5.06

Taxes*

Income tax expense	\$1.723 billion
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Dividends

(Paid every quarter since 1916)

Cash dividends per share	\$1.84
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One original share, if held, is now 3,072 shares

R&D and Related Expenditures*

For 2006	\$1.522 billion
Total for last five years	\$6.390 billion

Capital Spending

For 2006	\$1.168 billion
Total for last five years	\$4.488 billion

Employees

Worldwide	75,333
United States	34,553
International	40,780

Leadership

- George W. Buckley
Chairman, President and Chief Executive Officer

Organization

- More than 35 business units, organized into six businesses:
 - Consumer and Office
 - Display and Graphics
 - Electro and Communications
 - Health Care
 - Industrial and Transportation
 - Safety, Security and Protection Services
- Operations in more than 60 countries – 29 international companies with manufacturing operations, 35 with laboratories.
- In the United States, operations in 26 states.

Technology

- 40 technology platforms, including:
 - Adhesives
 - Abrasives
 - Light Management
 - Microreplication
 - Nonwoven Materials
 - Nanotechnology
 - Surface Modification
- 6,500 researchers worldwide; 3,900 in the United States.

U.S. Patents Awarded 570

* Amounts have been revised to reflect 3M's election to restate prior periods upon adoption of an accounting standard that required 3M to expense stock-based compensation effective Jan. 1, 2006.