3M	CO	MPAI		(SE-MN	MM		R P	ECENT 1	05.9	5 P/E Ratio	16.) (Traili Medi	ng: 16.8 an: 16.0)	RELATIVE P/E RATIO		DIV'D YLD	2.4	1%	/ALUI LINE		
TIMELIN		2 Raised 1		High: Low:	65.8 50.0		90.3 73.3	87.4 69.7	88.4 67.1	97.0 72.9	84.8 50.0	84.3 40.9	91.5 68.0	98.2 68.6	95.5 82.0	107.0 94.0				t Price 2017	
SAFET		1 New 7/2		LEGE	NDS 1.5 x "Casl	h Flow″p s													2010	2017	
	ICAL 3 85 (1.00 =	3 Lowered	10/14/11	2-for-1 sp	olit 9/03	e Strength															200 160
		OJECTIO		Options: Shaded	areas ind	icate recess	ions														100
	Price	Gain	nn'l Total Return			, , , , , , , , , , , , , , , , , , ,	,, ¹¹¹ 111	h	₩ ^{Ľ1} ,,,,,,,,	<u></u>	الرا^{بان}ا	-mm	╍┵╆┲┲╍	, in the	<u>en p</u> irie						-80
_ow 1	125 (·	+40%) +20%)	11% 7%			n'II'II.															+60 +50
nside		ASO		•••••		••••															40 30
o Buy Options	0 0 0 5 0 1	102	0 0 0 1 2 1					· · · · · ·	•.••••		····, · , ·	•••••••••••	·····					4			_20
o Sell Institu	itional I	2 0 2 Decisio	ns											••••••••••	·•••	••		% TO		/L ARITH.*	
to Buy	202012 515	478	4Q2012 527	Percen shares		ulluri							utth. a					1 yr. 3 yr.	STOCK 22.3 37.4	INDEX 15.7 43.2	-
	598 405798	459421	668 465409	traded	6 -												0044	5 yr.	54.3	73.0	<u></u>
1997 18.62	1998 18.69	-	2000 21.11	2001 20.55	2002 20.94	2003 23.25	2004 25.45	2005 28.05	2006 31.21	2007 34.49	2008 36.43	2009 32.54	2010 37.45	2011 42.61	2012 43.50	2013 46.20	2014 48.95		UE LINE PI er sh	UB. LLC	<u>16-18</u> 57.3
3.08	2.98	3.27	3.64	3.22	3.75	4.29	5.07	5.55	6.71	7.29	6.65	6.12	7.43	7.94	8.34	8.95	9.65	"Cash F	low" per		11.8
1.94 1.06	1.87		2.32	1.79 1.20	2.50	3.02	3.75 1.44	4.12	5.06 1.84	5.60 1.92	4.89 2.00	4.52 2.04	5.75 2.10	5.96 2.20	6.32 2.36	6.82 2.54	7.45 2.72		s per sh <i>'</i> Decl'd per		9.40 3.30
1.74	1.78		1.41	1.25	.98	.86	1.19	1.25	1.59	2.01	2.12	1.27	1.53	1.98	2.16	2.20	2.25		ending p		2.4
7.32 809.45	7.38 803.85		8.24 792.17	7.78 782.61	7.68 779.96	10.06 784.12	13.20 786.29	13.39 754.54	13.56 734.36	16.56 709.16	14.24 693.54	17.96 710.60	22.00 711.98	22.19 694.97	25.60 687.09	29.35 681.00	33.60 676.00		alue per sl n Shs Out		50.8 668.0
23.6 1.36	22.3 1.16		19.9 1.29	31.1 1.59	24.4 1.33	22.8 1.30	21.9 1.16	18.9 1.01	15.2 .82	15.0 .80	14.6 .88	14.1 .94	14.5 .92	14.5 .91	14.5 .91		ures are Line	-	n'I P/E Rat		14.: .9
2.3%	2.6%		2.5%	2.2%	2.0%	1.9%	1.8%	2.2%	2.4%	2.3%	2.8%	3.2%	2.5%	2.5%	2.5%		nates		n'l Div'd Y		2.4%
CAPITA	L STRU	JCTURE a	as of 12/3	1/12		18232	20011	21167	22923	24462	25269	23123	26662	29611	29904	31450	33100				3830
			Due in 5 N			26.5% 964.0	30.6% 999.0	31.1% 986.0	32.3% 1079.0	29.7% 1072.0	25.2% 1153.0	25.8% 1157.0	26.4%	25.0% 1236	26.0% 1288	26.4% 1350	26.8% 1400		ng Margin ation (\$mi		28.0% 150
	t \$4916 r	mili. L	T Interes	(22% of (2403.0 32.9%	2990.0 33.0%	3199.0 34.7%	3851.0 30.6%	4096.0 33.9%	3460.0 33.4%	3193.0 32.2%	4169.0 26.2%	4283 27.8%	4444 29.0%	4750 30.0%	5150 30.0%	Net Pro	fit (\$mill) Tax Rate		637 30.0%
Uncapitalized leases \$194 mill. 13.2% 14.9							14.9%	15.1%	16.8%	33.9 <i>%</i> 16.7%	33.4 % 13.7%	13.8%	15.6%	14.5%	29.0 <i>%</i> 14.9%	30.0 <i>%</i> 15.1%	30.0 <i>%</i> 15.6%		it Margin		16.6%
						2649.0 727.0	1877.0 1309.0	1623.0 1047.0	4476.0 4019.0	3759.0 5166.0	5898.0 5097.0	6126.0 4183.0	6799 4484	7430 4916	7850 5175	8275 5450		y Cap'l (\$n erm Debt (1030 680	
Common Stock 687.091.650 shares 7885.0 103						10378	10100	9959.0	11747	9879.0	12764	15663	15420	17575	19975	22725	Shr. Equ	uity (\$mill)		3395	
25.5% 27.3						27.3% 28.8%	28.5%	35.4% 38.7%	26.6% 34.9%	23.6% 35.0%	18.4% 25.0%	21.5% 26.6%	22.0%	20.1% 25.3%	19.0% 24.0%	18.5% 22.5%		on Total C on Shr. Eq		16.0% 19.0%	
CURRE	NT POS		2010		2/31/12	17.4%	18.0%	18.9%	24.9%	23.1%	20.9%	13.8%	17.0%	17.7%	16.0%	15.0%	14.5%	Retaine	d to Com	Eq	12.5%
(\$MI) Cash A Receiva	ssets		4478 3615	3680 3867	4531 4061	43%	38%	40%	36% ny is a di	34%	40%	45%	36%	36%	37% s (11.7%)	36%	36%		Is to Net F		35%
Invento Other	ory (FIF		3155 967	3416 1277	3837 1201	nology	company	with op	erations i	in more t	than 65	countries	. It is a	R&D: \$1	.6 billion,	5.5% o	of sales.	Employs	about 87	,700. Of	ficers &
	t Assets Payable		2215 · 1662	12240 1643	13630 1762	glomer	ate curre	ntly operation	geograph ates six s	egments:	Industria	al & Tran	sporta-	BlackRo	own less ck, 5.9%	(3/13	proxy).	Chairm	an, Pres	ident &	CEO
Debt D Other	ue		1269 3158	682 3116	1085 3353				es); Health ecurity &						W. Buck V 55144.						
Current		-	6089	5441	6200	3M	Com	Dany	repor	ted d	lecen	t res	ults	likely	be a	bit	less	prono	unced	thar	ı we
	AL RATE e (per sh)	10 Yrs	. 5 Yr		1 '10-'12 '16-'18)12, a this y						ously ned tl						
Sales "Cash I		6.5 8.0	% 4.	5%	6.0% 7.5%	man	ufactu	irer	and t	techno	ology	comp	bany	profit	call.		•				
Earnings 10.0% 4.5% Dividends 6.0% 5.0% Book Value 10.0% 9.0%			5% 0%	8.0% 6.5% 3.5%	topped our fourth-quarter sales target by slightly more than \$200 million, as organic							We are introducing our 2014 estimates in this Issue. For now, we think sales and									
Cal-			SALES (\$ r		5.5%	loca	l-čurr	ency)	reven	ue gro	owth	was F	high-		e-earni						
endar Mar.31 Jun.30 Sep.30 Dec.31 Year meanwh						nwhile	n anticipated. Share earnings, ile, came in two pennies below our							respectively. We think the Industrial & Transportation and Healthcare groups will							
2010 2011	6348 7311	6731 7680	7531	874 6709 26662 estimate, which was mostly due to a com- 531 7089 29611 bination of the challenging economic										continue driving the bulk of the advances in the near term.							
2012 2013	7486 7800	7534 7950	7497 7900	7387 7800	29904 31450	clima	ate ai	nd for	eign e	exchai	nge h	eadwi	nds.	The	boar	d r	ecent				
2014	8200	8350	8325	8225	33100	dece	nt re	sults	congle for	the 1	recent	ily ei	nded	glome	terly erate l	poost	ed the	e ann	ual di	viden	d by
Cal- endar	E/ Mar.31		PER SHAR		Full Year				as g l offse						o \$2.5 • repu						
2010	1.40 1.49	1.54	1.53	1.28	5.75	estal	olishe	d ge	ograpł	nies.	Bette	er op	era-	for th	e fore						
	1.49	1.60 1.66	1.52 1.65	1.35 1.41	5.96				ance Ister					is am This	ple. blue	chip	rem	ains a	a time	ely se	elec-
2012	1 4 6 -	1.78	1.77 1.93	1.62 1.80	6.82 7.45	repu	rchas	es sho	uld bo					tion,	than	ks t	oas	steady	y stri	nğ o	f fa
2012 2013	1.65 1.80	1.92						All tol c t to	a, see a					stron	ble e 1g sh						
2012 2013 2014 Cal-	1.80 QUAR	RTERLY DI	/IDENDS P		Full																
2012 2013 2014 Cal- endar	1.80	RTERLY DIV Jun.30	Sep.30	Dec.31	Year	2013	cont	tinue	s to u								ading	g at a	n_all-t	ime l	high,
endar 2009 2010	1.80 QUAR Mar.31 .51 .525	TERLY DIV Jun.30 .51 .525	51 .525	Dec.31 .51 .525	Year 2.04 2.10	envii pecia	cont ronme ally in	t inue s ent wi Euro	s to u ll prob pe, so	ably 1 3M C	remai Compa	n soft ny ha	, es- s its	howe poten	ver, so itial le	long aves	ading term a bit	g at a 1 capit 1 to be	n all-t tal app e desir	ime l precia red in	high, ition i our
2012 2013 2014 Cal- endar 2009 2010 2011 2012	1.80 QUAR Mar.31 .51 .525 .55 .55 .59	TERLY DIV Jun.30 .51	Sep.30 .51	Dec.31 .51	Year 2.04	2013 envii pecia work	cont ronme ally in cut o	t inue s ent wi Euro out fo	s to u ll prob pe, so r it. T	ably 1 3M C hat sa	remai Compa aid, w	n soft ny ha 'e actu	, es- s its ually	howe poten opinio	ver, so itial le on. Sti	long aves 11, th	ading term a bit is issu	g at a i capit i to be ue is a	n all-t tal apj e desin i decen	time l precia red in nt pic	high, ition i our
2012 2013 2014 Cal- endar 2009 2010 2011 2012	1.80 QUAR Mar.31 .51 .525 .55	TERLY DIV Jun.30 .51 .525 .55	51 .525 .55	Dec.31 .51 .525 .55	Year 2.04 2.10 2.20	2013 envin pecia work adde	cont ronme ally in cut o d \$30	t inue s ent wi Euro out fo 00 mil	s to u ll prob pe, so	ably 1 3M C hat sa o our	remai Compa aid, w full- <u>y</u>	n soft ny ha ve acti year s	, es- is its ually sales	howe poten opinio conse	ver, so itial le	long aves ll, th e and	rading g-term a bit is issu l incon	g at a i capit i to be ue is a	n all-t tal app e desin i decen vestor:	time l precia red in nt pic	high, ition i oui k foi
2012 2013 2014 Cal- endar 2009 2010 2011 2012 2013 A) Dilute	1.80 QUAR Mar.31 .51 .525 .55 .59 .635 ed earnir	TERLY DIV Jun.30 .51 .525 .55 .59	51 .525 .55	Dec.31 .51 .525 .55 .59 recurring:	Year 2.04 2.10 2.20 2.36	2013 envin pecia work adde	cont ronme ally in cut o d \$30 et. Op r change	ent wi Euro Dut fo Dut fo Do mil Derations	s to u ll prob pe, so r it. T llion t ng ma es outstar	ably 1 3M C hat sa o our argin	remai Compa aid, w full-y expai	n soft ny ha ye activy year s nsion	, es- is its ually sales will available	howe poten opinio conse <i>Erik</i>	ver, so itial le on. Sti rvativ <i>A. Ant</i>	long aves ll, th e and tonso	rading g-term a bit is issu l incon n mpany's	g at a i capit i to be ue is a me in	n all-t tal app e desin decen vestor <i>Apr</i> al Strengt	time l precia red in nt pic s. <i>il 19,</i>	high, ition i our k for

 (5¢); '10, (12¢). Excludes discontinued: '96, 1¢;
(B) Dividends historically paid mid-March, '06, 47¢; '07, 60¢. Earnings may not sum due 2013, Value Line Publishing LLC. All rights reserved. Factual material is obtained from sources believed to be reliable and is provided without warranties of any kind. THE PUBLISHER IS NOT RESPONSIBLE FOR ANY ERRORS OR OMISSIONS HEREIN. This publication is strictly for subscriber's own, non-commercial, internal use. No part of it may be reproduced, resold, stored or transmitted in any printed, electronic or other form, or used for generating or marketing any printed or electronic publication, service or product.

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