# **UNITED STATES** SECURITIES AND EXCHANGE COMMISSION

WASHINGTON, DC 20549

# FORM 8-K

## **CURRENT REPORT PURSUANT** TO SECTION 13 OR 15(D) OF THE **SECURITIES EXCHANGE ACT OF 1934**

Date of report (Date of earliest event reported): October 27, 2008

# **3M COMPANY**

(Exact Name of Registrant as Specified in Its Charter)

#### Delaware

(State or Other Jurisdiction of Incorporation)

File No. 1-3285 (Commission File Number)

41-0417775 (IRS Employer Identification No.)

3M Center, St. Paul, Minnesota (Address of Principal Executive Offices) 55144-1000 (Zip Code)

(651) 733-1110

(Registrant's Telephone Number, Including Area Code)

(Former Name or Former Address, if Changed Since Last Report)

Ch	neck the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:								
	Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)								
	Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)								
	Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))								
	□ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))								
Septem we are a by refer Item 9.0 (c) Exhi	01. Financial Statements and Exhibits ibits								
Exhibit 1	<u> </u>								
99	Financial and other information of 3M Company for the quarter ended September 30, 2008								
	SIGNATURE								
thereun	Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned to duly authorized.								
	3M COMPANY								
	By: /s/ Gregg M. Larson								

Dated: October 28, 2008

Gregg M. Larson,

Deputy General Counsel and Secretary

#### 3M Reports Record Third Quarter Sales

- Strong Operational Discipline Generates 23% Operating Income Margin -

- · Reported earnings per share of \$1.41, an increase of 6.8 percent over the same period last year
- · Third-quarter revenues of \$6.6 billion, up 6.2 percent from 2007
- · Local-currency sales, including the impact of acquisitions, up 4.4 percent from 2007, or up 7.8 percent excluding the company's Optical Systems business
- · Operating income of \$1.5 billion, an increase of 6.2 percent
- · Operating income margins of 23.1 percent
- · \$863 million returned to shareholders through cash dividends and share repurchases

ST. PAUL, Minn. — On Oct. 21, 2008, 3M (NYSE: MMM) announced third-quarter sales of \$6.6 billion, an increase of 6.2 percent over third quarter of 2007. Net income was \$991 million, or \$1.41 per share, versus \$960 million, or \$1.32 per share in the corresponding period last year, increases of 3.2 percent and 6.8 percent, respectively. These results include special items (a-h) that impacted both 2008 and 2007.

"Our diversified business portfolio served us well in the third quarter, as 3M employees once again delivered consistent results with 23 percent-plus operating margins in a highly challenging economic environment," said George W. Buckley, 3M chairman, president and CEO. "Our many category-defining brands, 40-plus technology platforms, unmatched global distribution capability and relentless focus on our customers drove consistent and highly profitable growth."

The company posted double-digit sales growth in its three largest businesses, namely Safety, Security and Protection Services, Health Care and Industrial and Transportation.

Segment trends were very similar to the first half of 2008 with continued growth across the company's international operations. 3M sales in Latin America increased 26 percent over last year, while Europe and Canada achieved 8 percent and 9 percent sales growth, respectively. Sales in Asia Pacific were down 1 percent, or up 13 percent excluding the impact of the secular transition underway in the company's optical film business.

"Our diversified global business model has enabled us to weather many economic storms and to also take advantage of opportunities when our competitors could not," Buckley added. "For example, 3M started 15 successful new international companies during the recession of the 1970s, and we aggressively built strength and gained market share in Asia during the late-1990s. We are poised again to take full advantage of market opportunities presented by the current environment and to emerge more competitive and successful than ever before."

### **Key Financial Highlights**

Third-quarter worldwide sales totaled \$6.6 billion, an increase of 6.2 percent over last year. Local-currency sales including acquisitions increased 4.4 percent, and foreign exchange impacts added 2.1 points to growth in the quarter. Local-currency sales including acquisitions increased 27.7 percent in Safety, Security and Protection Services, 9.2 percent in Health Care, 7.1 percent in Industrial and Transportation, 3.7 percent in Consumer and Office, 0.2 percent in Electro and Communications, but declined 17.7 percent in Display and Graphics due to the secular transition in the company's optical films business. Third-quarter net income was \$991 million, or \$1.41 per share, versus \$960 million, or \$1.32 per share, in the third quarter of 2007. Net income and earnings per share increased 3.2 percent and 6.8 percent respectively, including special items (a-h).

For the first nine months of 2008, sales increased 8.2 percent to \$19.8 billion, driven by a 3.9 percent increase in local-currency sales, including acquisitions. Year-to-date earnings were \$4.11 per share, compared to \$4.42 per share in 2007, including special items (a-h) in both periods.

### **Business Segment Discussion**

### Industrial and Transportation

- Sales increased 10 percent to \$2 billion.
- · Sales up 7.1 percent in local currencies, including 4.2 percent from acquisitions.
- · Broad-based sales performance with double-digit growth in adhesives and tapes, automotive aftermarket, abrasives and personal care divisions.
- · Double-digit sales growth in Asia Pacific and Latin America.
- · Profits up 5.2 percent to \$396 million and operating margins of 20.0 percent, including special items.

## Health Care

- · Sales rose 10.7 percent to \$1.1 billion.
- · Local-currency sales growth of 9.2 percent including 2.7 percent from acquisitions.
- · Outstanding growth in the core, with sales up more than 15 percent in oral care and 13 percent in medical supplies.
- Positive sales growth in all major geographies, including double-digit growth in Asia Pacific and Latin America.
- Operating income increased 13.4 percent to \$294 million, with margins of 27.6 percent, including special items.

## Safety, Security and Protection Services

- · Sales of \$974 million, up 27.1 percent.
- · Sales growth in local currency of 27.7 percent, including 18.7 percent from acquisitions, primarily Aearo Technologies, Inc.

- · Broad-based sales growth led by personal protection, protective window films and cleaning solutions for commercial buildings.
- · Double-digit sales growth in all geographic regions led by the US and Asia Pacific.
- · Profits up 39.6 percent to \$219 million, with operating margins of 22.5 percent, including special items.

### Consumer and Office

- · Sales up 5.2 percent to \$946 million.
- · Local-currency sales increased 3.7 percent, with 0.5 percent from acquisitions.
- · Positive sales growth in all businesses led by the home care and do-it-yourself businesses.
- · Positive sales growth across all major geographic regions, led by Latin America and Asia Pacific; sales growth of 1.9 percent in the US despite continued challenges in the retail industry.
- · Profits increased 12.7 percent to \$217 million, with operating margins of 22.9 percent.

### Display and Graphics

- · Sales declined 16.1 percent to \$853 million, with local-currency sales down 17.7 percent.
- · Sales rose 1.8 percent excluding Optical Systems.
- · Positive sales growth in Traffic Safety Systems and Commercial Graphics
- · Double-digit sales growth in Latin America.
- · Optical Systems sales down 34 percent. Sequential sales for this business increased 5.3 percent.
- Operating profits were \$161 million, with an 18.9 percent margin, including special items.

#### Electro and Communications

- · Sales increased 2.6 percent to \$728 million.
- · Local-currency sales were up slightly.
- · Sales growth was strongest in Asia Pacific and Latin America.
- · Double-digit sales growth in two businesses: Electrical Markets and Electronics Markets Materials
- · Communications Markets and Electronics Solutions businesses remain soft.
- · Operating profits up 30.7 percent, including special items, to \$155 million, with margins of 21.4 percent.

## Forward-Looking Statements

This news release contains forward-looking information (within the meaning of the Private Securities Litigation Reform Act of 1995) about the company's financial results and estimates, business prospects, and products under development that involve substantial risks and uncertainties. You can identify these statements by the use of words such as "anticipate," "estimate," "expect," "project," "intend," "plan," "believe," "will," and other words and terms of similar meaning in connection with any discussion of future operating or financial performance. Among the factors that could cause actual results to differ materially are the following: (1) worldwide economic and capital markets conditions; (2) competitive conditions and customer preferences; (3) foreign currency exchange rates and fluctuations in those rates; (4) the timing and acceptance of new product offerings; (5) 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); (6) 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; (7) generating fewer productivity improvements than estimated; and (8) 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, 2007 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 "Risk Factors" in Part II, Item 1A (Annual Report) and in Part II, Item 1A (Quarterly Report). The information contained in this release is as of the date indicated. The compan

### About 3M

A recognized leader in research and development, 3M produces thousands of innovative products for dozens of diverse markets. 3M's core strength is applying its more than 40 distinct technology platforms — often in combination — to a wide array of customer needs. With \$24 billion in sales, 3M employs 79,000 people worldwide and has operations in more than 60 countries.

	Three-months ended Sept. 30			Nine-months ended Sept. 30				
		2008		2007	-	2008		2007
Net sales	\$	6,558	\$	6,177	\$	19,760	\$	18,256
Operating expenses								
Cost of sales		3,432		3,240		10,278		9,437
Selling, general and administrative expenses		1,269		1,174		3,938		3,741
Research, development and related expenses		344		338		1,058		1,009
(Gain) loss on sale of businesses (a, d)		_		_		23		(854)
Total		5,045		4,752		15,297		13,333
Operating income		1,513		1,425		4,463		4,923
Interest expense and income					_			<u> </u>
Interest expense		52		53		158		139
Interest income		(28)		(37)		(76)		(94)
Total		24		16		82		45
Income before income taxes and minority interest		1,489		1,409		4,381	,	4,878
Provision for income taxes		479		433		1,402		1,586
Minority interest		19		16		55		47
Net income	\$	991	\$	960	\$	2,924	\$	3,245
Weighted average common shares outstanding — basic		695.5		714.5		701.3		720.7
Earnings per share — basic	\$	1.43	\$	1.34	\$	4.17	\$	4.50
Weighted average common shares outstanding — diluted		703.1		729.9		710.7		734.3
Earnings per share — diluted	\$	1.41	\$	1.32	\$	4.11	\$	4.42
Cash dividends paid per common share	\$	0.50	\$	0.48	\$	1.50	\$	1.44

### 3M Company and Subsidiaries

# SUPPLEMENTAL CONSOLIDATED STATEMENT OF INCOME INFORMATION DISCUSSION OF SPECIAL ITEMS THAT IMPACTED RESULTS

(Millions, except per-share amounts) (Unaudited)

The following special items impacted results for the three months and nine months ended September 30, 2008. Special items that impacted three months ended September 30, 2008 results (items b and c) reduced operating income and net income by \$8 million, and reduced earnings by \$0.01 per diluted share. Special items that impacted nine months ended September 30, 2008 results (items a-c) reduced operating income by \$50 million, reduced net income by \$54 million, and reduced earnings by \$0.08 per diluted share.

- (a) In June 2008, 3M completed the sale of HighJump Software, a 3M company, to Battery Ventures, a technology venture capital and private equity firm. 3M received proceeds of \$85 million for this transaction and recognized, net of assets sold, transaction and other costs, a pre-tax loss of \$23 million in the second quarter of 2008 (recorded in the Safety, Security and Protection Services segment). This pre-tax loss was reported on a separate line of the Consolidated Statement of Income. 3M's tax basis in HighJump Software was significantly lower than its book value, primarily related to the treatment of acquired goodwill. This resulted in a gain for tax purposes, which increased the provision for income taxes by \$9 million.
- (b) During the third quarter of 2008, management approved and committed to undertake certain exit activities, which resulted in a net pre-tax charge of \$49 million. This charge primarily related to employee-related liabilities and fixed asset impairments, with actions taken in Display and Graphics, Industrial and Transportation, Health Care, Safety, Security and Protection Services, and Corporate. In the second quarter of 2008, the Company recorded pre-tax charges of \$19 million related to exit activities.

  These charges related to employee reductions at an Industrial and Transportation manufacturing facility located in the United Kingdom.
- (c) In March 2008, 3M entered into a sale-leaseback relative to an administrative location in Italy. 3M anticipates leasing back the facility through late 2009 at which time a new location will be utilized. Because only a small portion of the proceeds were received through June 2008 coupled with required deferral of a portion of the gain from the sale over the leaseback period, no material gain was recorded until the remaining proceeds were received in September 2008. This resulted in a pre-tax gain of approximately 29 million Euros (\$41 million) in the third quarter of 2008, which is recorded in selling, general and administrative expenses in Corporate and Unallocated.

For the three months ended September 30, 2008, charges which reduced operating income by business segment were as follows: Industrial and Transportation (\$11 million), Health Care (\$10 million), Display and Graphics (\$20 million), Safety, Security and Protection Services (\$3 million) and Corporate and Unallocated (\$5 million). Corporate and Unallocated also includes a \$41 million gain for the three-months ended September 30, 2008. In addition to the preceding first three months 2008 items, first nine months 2008 also includes charges which reduced operating income by business segments as follows: Industrial and Transportation (\$19 million) and Safety, Security and Protection Services (\$23 million).

The following special items impacted results for the three months and nine months ended September 30, 2007. Special items that impacted three months ended September 30, 2007 results (items g and h) increased operating income by \$26 million, increased net income by \$20 million, and increased earnings by \$0.03 per diluted share. Special items that impacted nine months ended September 30, 2007 results (items d-h) increased operating income by \$701million, increased net income by \$460 million, and increased earnings by \$0.63 per diluted share.

- (d) In June 2007, 3M completed the sale of its Opticom Priority Control Systems and Canoga Traffic Detection businesses. 3M received proceeds of \$80 million from this transaction and recognized a pre-tax gain of \$68 million in the Display and Graphics segment in the second quarter of 2007. In January 2007, 3M completed the sale of its global branded pharmaceuticals business in Europe. 3M received proceeds of \$817 million from this transaction and recognized a pre-tax gain of \$786 million in the first quarter of 2007 (Health Care segment).
- (e) Net pre-tax charges for the first nine months of 2007 that have been recorded to address remediation activities associated with perfluoronated compounds totaled \$134 million. These expenses are recorded in selling, general and administrative expenses in Corporate and Unallocated.

No adverse human health effects are caused by perfluoronated compounds at current levels of exposure. This conclusion is supported by a large body of research including laboratory studies and epidemiology studies of exposed employees. This research has been published in peer-reviewed scientific journals and shared with the EPA and global scientific-community.

- (f) During the fourth quarter of 2006 and first six months of 2007, management approved and committed to undertake restructuring actions. Net pre-tax restructuring charges for the first nine months of 2007 totaled \$45 million. These charges primarily related to fixed asset impairments and employee-related restructuring liabilities, with the majority related to the phase-out of operations at a New Jersey roofing granule facility (Safety, Security and Protection Services segment). These charges are primarily recorded in cost of sales in the business segment where the expenses were incurred.
- (g) During the third quarter of 2007, the Company recorded a net pre-tax charge of \$26 million related to the consolidation of certain flexible circuit capabilities. This charge related to employee reductions and fixed asset impairments in the Electro and Communications business segment and was recorded in cost of sales and selling, general and administrative expenses.
- (h) During the third quarter of 2007, the Company recorded a net pre-tax gain of \$52 million related to the sale of a Korean laboratory facility. The gain was recorded in selling, general and administrative expenses in Corporate and Unallocated.

As discussed in items g and h above, for the three months ended September 30, 2007, charges which reduced operating income totaled \$26 million in Electro and Communications, while gains that increased operating income totaled \$52 million in Corporate and Unallocated. For the nine months ended September 30, 2007, which includes items d through h, net charges which reduced operating income by business segment were as follows: Industrial and Transportation (\$2 million), Safety, Security and Protection Services (\$29 million), Electro and Communications (\$45 million) and Corporate and Unallocated (\$82 million). Net gains, which increased operating income, were recorded in Health Care (\$795 million) and Display and Graphics (\$64 million).

Refer to 3M's Current Report on Form 8-K dated May 19, 2008, which updated 3M's Annual Report on Form 10-K dated February 15, 2008, for further discussion of these previously disclosed 2007 items.

## 3M Company and Subsidiaries

### CONDENSED CONSOLIDATED BALANCE SHEET

(Dollars in millions) (Unaudited)

	Sept. 30, 2008		Dec. 31, 2007		Sept. 30, 2007	
ASSETS						
Current assets						
Cash and cash equivalents	\$ 2,240	\$	1,896	\$	1,675	
Marketable securities	727		579		1,024	
Accounts receivable — net	3,763		3,362		3,703	
Inventories	3,078		2,852		2,794	
Other current assets	980		1,149		1,204	
Total current assets	 10,788		9,838		10,400	
Marketable securities — non-current	652		480		556	
Investments	285		298		295	
Property, plant and equipment — net	6,809		6,582		6,340	
Prepaid pension and postretirement benefits	1,684		1,378		682	
Goodwill, intangible assets and other assets	7,391		6,118		6,082	
Total assets	\$ 27,609	\$	24,694	\$	24,355	
LIABILITIES AND STOCKHOLDERS' EQUITY						
Current liabilities						
Short-term borrowings and current portion of long-term debt	\$ 2,257	\$	901	\$	2,405	
Accounts payable	1,557		1,505		1,503	
Accrued payroll	660		580		610	
Accrued income taxes	570		543		711	
Other current liabilities	1,964		1,833		1,912	
Total current liabilities	7,008		5,362		7,141	
Long-term debt	4,779		4,019		2,824	
Other liabilities	3,621		3,566		3,420	
Total liabilities	15,408		12,947		13,385	
Total stockholders' equity — net						
Shares outstanding	12,201		11,747		10,970	
September 30, 2008: 692,955,037 shares						
December 31, 2007: 709,156,031 shares						
September 30, 2007: 713,228,973 shares						
Total liabilities and stockholders' equity	\$ 27,609	\$	24,694	\$	24,355	

### 3M Company and Subsidiaries

### CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

(Dollars in millions) (Unaudited)

Nine-months ended

Sept. 30

2008 2007

SUMMARY OF CASH FLOW:

NET CASH PROVIDED BY OPERATING ACTIVITIES	\$	3,408	\$ 2,719
Cash flows from investing activities:			
Purchases of property, plant and equipment		(1,008)	(1,031)
Acquisitions, net of cash acquired		(834)	(255)
Proceeds from sale of businesses		88	897
Other investing activities		(255)	(789)
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES		(2,009)	 (1,178)
Cash flows from financing activities:			
Change in debt		1,494	1,628
Purchases of treasury stock		(1,597)	(2,756)
Reissuances of treasury stock		257	689
Dividends paid to stockholders		(1,052)	(1,039)
Other financing activities		(5)	41
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES		(903)	(1,437)
		(152)	104
Effect of exchange rate changes on cash		(152)	 124
Net increase (decrease) in cash and cash equivalents		344	228
Cash and cash equivalents at beginning of period	<u></u>	1,896	1,447
Cash and cash equivalents at end of period	\$	2,240	\$ 1,675

### 3M Company and Subsidiaries SALES CHANGE ANALYSIS (Unaudited)

Three-Months Ended Sept. 30, 2008

### Sales Change Analysis By Geographic Area

	United States	International	Worldwide
Volume — organic	(2.5)%	1.0%	(0.2)%
Volume — acquisitions	6.8	2.4	4.0
Price	2.9	(0.7)	0.6
Local-currency sales (including acquisitions)	7.2	2.7	4.4
Divestitures	(0.7)	(0.1)	(0.3)
Translation	_	3.4	2.1
Total sales change	6.5 %	6.0 %	6.2 %

## ${\bf Sales\ Change\ Analysis\ By\ International\ Geographic\ Area}$

	Local- currency Sales (i)	Divestitures	Translation	Total Sales Change
Europe, Middle East and Africa	3.7%	(0.1)%	4.4%	8.0%
Asia Pacific	(2.7)%	-%	1.6%	(1.1)%
Latin America and Canada	15.7 %	—%	5.5%	21.2 %

<sup>(</sup>i) Including acquisitions — Europe, Middle East and Africa includes a 3.3% benefit from acquisitions; Asia Pacific includes a 1.0% benefit from acquisitions; Latin America and Canada includes a 3.9% benefit from acquisitions.

## Worldwide Sales Change Analysis By Business Segment

	Local- currency			Total Sales
	Sales (j)	Divestitures	Translation	Change
Industrial and Transportation	7.1%	<u> </u>	2.9 %	10.0 %
Health Care	9.2%	(0.1)%	1.6%	10.7 %
Display and Graphics	(17.7)%	—%	1.6%	(16.1)%
Consumer and Office	3.7%	—%	1.5 %	5.2%
Safety, Security and Protection Services	27.7 %	(2.7)%	2.1 %	27.1 %
Electro and Communications	0.2%	—%	2.4 %	2.6%

<sup>(</sup>j) Including acquisitions — Industrial and Transportation includes a 4.2% benefit from acquisitions; Health Care includes a 2.7% benefit from acquisitions; Consumer and Office includes a 0.5% benefit from acquisitions; Safety, Security and Protection Services includes a 18.7% benefit from acquisitions, primarily related to the April 2008 acquisition of Aearo.

### Sales Change Analysis By Geographic Area

	United		
	States	International	Worldwide
Volume — organic	(2.4)%	2.2 %	0.5 %
Volume — acquisitions	5.5	2.0	3.3
Price	2.2	(1.1)	0.1
Local-currency sales (including acquisitions)	5.3	3.1	3.9
Divestitures	(0.5)	_	(0.2)
Translation	_	7.2	4.5
Total sales change	4.8%	10.3 %	8.2%

### Sales Change Analysis By International Geographic Area

	Local-			Total
	currency			Sales
	Sales (k)	Divestitures	Translation	Change
Europe, Middle East and Africa	4.5 %	(0.1)%	9.4%	13.8 %
Asia Pacific	(2.0)%	—%	4.4%	2.4%
Latin America and Canada	15.1 %	(0.1)%	9.3 %	24.3 %

<sup>(</sup>k) Including acquisitions — Europe, Middle East and Africa includes a 2.8% benefit from acquisitions; Asia Pacific includes a 0.8% benefit from acquisitions; Latin America and Canada includes a 3.3% benefit from acquisitions.

### Worldwide Sales Change Analysis By Business Segment

	Local- currency			Total Sales
	Sales (I)	Divestitures	Translation	Change
Industrial and Transportation	8.5%	-%	5.7%	14.2%
Health Care	7.5%	(0.1)%	4.5%	11.9%
Display and Graphics	(15.4)%	(0.4)%	3.0%	(12.8)%
Consumer and Office	1.7%	—%	3.5%	5.2%
Safety, Security and Protection Services	20.0%	(1.3)%	5.0%	23.7%
Electro and Communications	1.9%	%	4.6%	6.5%

<sup>(</sup>l) Including acquisitions — Industrial and Transportation includes a 4.1% benefit from acquisitions; Health Care includes a 1.5% benefit from acquisitions; Consumer and Office includes a 0.5% benefit from acquisitions; Safety, Security and Protection Services includes a 13.5% benefit from acquisitions; Electro and Communications includes a 0.4% benefit from acquisitions.

# 3M Company and Subsidiaries BUSINESS SEGMENTS

(Dollars in millions)
(Unaudited)

Effective in the first quarter of 2008, 3M made certain changes to its business segments in its continuing effort to drive growth by aligning businesses around markets and customers. Segment information for all periods presented has been reclassified to reflect this new segment structure.

Refer to 3M's Current Report on Form 8-K dated May 19, 2008, which updated 3M's Annual Report on Form 10-K dated February 15, 2008, for discussion of these changes.

## BUSINESS SEGMENT INFORMATION

(Millions)

	Three-months ended Sept. 30				d		
	2008		2007		2008		2007
NET SALES							
Industrial and Transportation	\$ 1,986	\$	1,805	\$	6,154	\$	5,390
Health Care	1,064		961		3,259		2,911
Display and Graphics	853		1,017		2,570		2,948
Consumer and Office	946		899		2,683		2,550
Safety, Security and Protection Services	974		766		2,873		2,323
Electro and Communications	728		709		2,201		2,066
Corporate and Unallocated	7		20		20		68
Total Company	\$ 6,558	\$	6,177	\$	19,760	\$	18,256
OPERATING INCOME							
Industrial and Transportation	\$ 396	\$	377	\$	1,274	\$	1,145
Health Care	294		259		925		1,600
Display and Graphics	161		283		532		929
Consumer and Office	217		193		562		536
Safety, Security and Protection Services	219		157		620		478
Electro and Communications	155		119		452		364
Corporate and Unallocated	71		37		98		(129)
Total Company	\$ 1,513	\$	1,425	\$	4,463	\$	4,923