



Sustaining Our Future

3M has a longstanding commitment to sustainable development through environmental protection, social responsibility and economic progress. To us, that means meeting the needs of society today, while respecting the ability of future generations to meet their needs. We recognize that the company's long-term success springs from adopting and implementing the principles of sustainable development: stewardship to the environment, contributions to society, and to the creation of economic value and worth. At the same time, we recognize that only by continuing to be a viable and successful enterprise can we continue to be a positive contributor to sustainable development.

Our Corporate Values

3M's sustainability policies and practices are directly linked to our fundamental corporate values:

- Act with uncompromising honesty and integrity in everything we do.
- Satisfy our customers with innovative technology and superior quality, value and service.
- Provide our investors an attractive return through sustainable, global growth.
- Respect our social and physical environment around the world.
- Value and develop our employees' diverse talents, initiative and leadership.
- Earn the trust and admiration of all those associated with 3M worldwide.

2008 Company Snapshot

- \$25.3 billion in net sales.
- More than 79,000 employees worldwide.
- 3M employs mostly local nationals. Fewer than 300 3M employees worldwide are Foreign Service Employees not residing in their home countries.
- In the United States, 3M and the 3M Foundation donated more than \$48 million through its community giving programs.

Our Sustainability Strategies

In 2008, 3M launched a company-wide project to develop three strategic principles around sustainability. 3M's strategies for sustainability encompass the pursuit of customer satisfaction and commercial success within a framework of environmental, social and economic values. These principles, developed collaboratively across businesses and geographies, provide 3M businesses and corporate staff groups with a flexible framework to engage our customers and key stakeholders around sustainability. They reflect 3M's commitment to reducing its environmental footprint, operating in a socially responsible manner, and helping 3M customers address their environmental challenges via 3M's innovative products and technologies. The principles were adopted by the Corporate Operating Committee and serve as a center point of 3M's sustainability efforts going forward.

3M Sustainability Principles

- **Economic Success:** Build lasting customer relationships by developing differentiated, practical and ingenious solutions to their sustainability challenges.
- **Environmental Protection:** Provide practical and effective solutions and products to address environmental challenges for ourselves and our customers.
- **Social Responsibility:** Engage key stakeholders in dialogue and take action to improve 3M's sustainability performance.

3M's Environmental Social and Economic Sustainability



Our Operations

EHS Management

3M's Environmental, Health and Safety (EHS) Management System promotes sound environmental management at our facilities worldwide. It helps us address changing customer needs and expectations as we continue to drive sustainable growth. The EHS Management System:

- Includes an integrated, holistic system that anticipates and addresses long-term issues and drives continuous improvement.
- Promotes a strategic planning process that integrates EHS issue resolution into business unit strategic plans.
- Requires each business unit to identify EHS issues, develop formal action plans, set goals and measure results.

Reducing Our Environmental Footprint

Continuous improvement is a vital component of the company's environmental performance. 3M believes in setting aggressive corporate environmental goals and we have been articulating our environmental objectives since the early 1990s. In 2005, 3M set a new group of goals for the period of 2005 to 2010. These are stretch goals that are built on 3M's reductions achieved through 2005. The current goals, which are indexed to net sales, are as follows:

- Reduce Volatile Air Emissions by 25%.
- Improve Energy Efficiency by 20%.
- Reduce Waste by 20%.
- Complete 800 Pollution Prevention Pays (3P) Projects (not indexed to net sales).

Addressing Climate Change

3M understands that energy efficiency is a critical element in managing climate change. These efforts date back to 1973, when the Energy Management Department was first formed. Today, 3M has an aggressive energy and greenhouse gas (GHG) management strategy which includes developing a 3rd-party certified GHG inventory; continuously improving GHG accounting systems; setting voluntary GHG emissions reduction goals; reducing the company's GHG footprint through process improvements, energy conservation and

controls; and developing a range of products that help 3M's customers reduce their energy use and GHG emissions.

- GHG emissions reduction goal of 50% (from a 1990 base year)
- Achieved a 62% reduction from 1990 – 2007

Ethical Operations

Sustaining 3M's future includes acting in a socially responsible way toward potential, current and former employees. As an ethical and law-abiding company, 3M complies with government regulations around the world concerning human rights, employees and employment laws and expects ethical behavior from employees in accordance with our global Business Conduct Manual. 3M's conduct goes beyond obligation to include policies that help support a challenging, productive and enjoyable work culture.

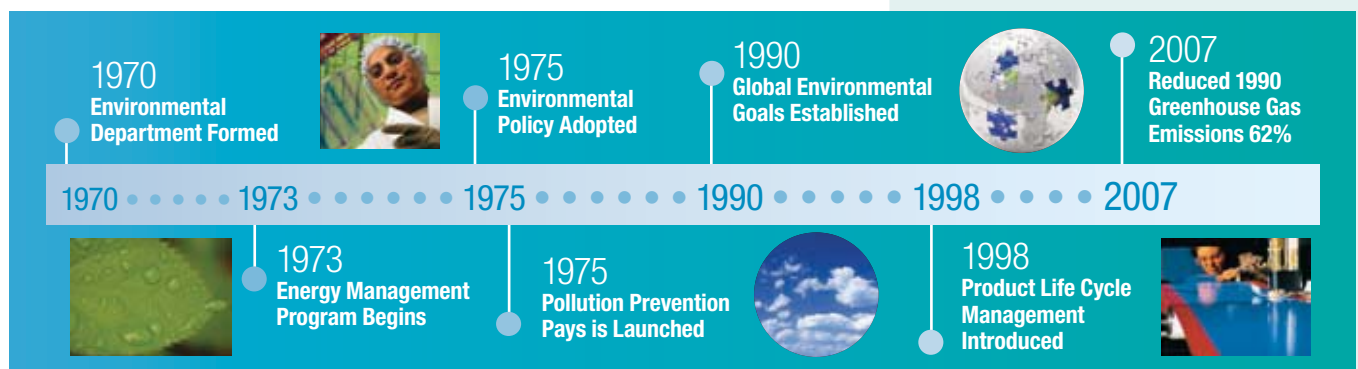
Bringing Greater Opportunity to Employees

The success of 3M over the years has been due, in large part, to the dedication, skill and effort of our employees — all over the world. Our culture always has emphasized integrity and fairness alongside innovation and excellence, and we will continue to help employees develop their diverse talents which:

- Respects the dignity and worth of individuals.
- Encourages the initiative of each employee.
- Challenges individual capabilities.
- Provides equal opportunity.

1990–2008 Environmental Progress

- 95% reduction in absolute volatile air emissions.
- 95% reduction in absolute U.S. TRI releases (2007 emissions, 2008 reporting year).
- 62% reduction in absolute greenhouse gas emissions.
- 64% reduction in solid waste indexed to net sales.



Solutions for Our Customers

Product Life Cycle Management

Life Cycle Management is an integral part of 3M's sustainability strategy. Instead of only focusing on the manufacturing process to control environmental, health, safety and energy effects, the spotlight is now on products throughout their entire life cycle, from manufacturing through customer use and disposal. 3M has adopted a Life Cycle Management Policy requiring all business units to conduct LCM reviews for all new products and to conduct LCM reviews on existing products on a prioritized basis.

3M Environmental Product Solutions

As 3M has reduced its environmental footprint, we now offer our customers a portfolio of products to help them reduce their impact on the environment. 3M has several catalogs showcasing 3M products designed to address environmental challenges in the following markets: cleaning and maintenance, construction and industrial production, communications, office supplies, transportation, and health care. The Environmental Solutions catalogs can be downloaded at www.3M.com/EnvSolutions.

Engaging Stakeholders

Partnering to Drive Sustainability

3M strives to maintain a continuous and open dialogue with the community, shareholders, employees, retirees and other interested parties about the environmental, social and economic

issues related to our operations including past achievements and future sustainability goals. We partner with a variety of organizations to help provide the company with a diverse set of viewpoints on sustainability, a better understanding of the positions of our stakeholders, and a mechanism to learn from the successes and failures of our peers.

Working with Suppliers

3M has a formal process as part of its Sourcing Policy that sets standards for its suppliers in the areas of environmental, health and safety, transportation, and labor and human resources. The standards apply to the selection and retention of all suppliers that provide goods or services to 3M worldwide and establish a framework that 3M considers important to a safe and healthy workplace, to the maintenance of fair and reasonable labor and human resource practices, and to the management of manufacturing and distribution operations to minimize adverse impact to the environment.

Community Giving

Because of 3M's business success, we are able to invest in innovative community programs that help make the future brighter for everyone. Community giving is an important part of 3M's sustainability strategy. 3M's philanthropy combines 3M and 3M Foundation cash gifts, donated products and volunteerism by employees and retirees. Our global Community Giving Program is decentralized with 3M subsidiaries in each country developing and administering a program that is consistent with the local culture, community needs and environment in which we operate.

3M's Key Business Strengths

Every day 3M people find new ways to make amazing things happen. Wherever they are, whatever they do, the company's customers know they can rely on 3M to help make their lives better.

Strong Technology Base: Virtually anywhere you go, 3M technologies are at work — making life easier and better for people around the world. You'll find 3M technologies and products in homes, offices, hospitals, dental offices, manufacturing facilities, cars, aircraft, traffic signs, LCD displays and countless other places. Drawing on more than 40 technology platforms, 3M employees use their imagination to develop products that transform existing industries and create entirely new ones.

Leading Market Positions: 3M is a world leader in most of its businesses. We've created many markets, frequently by developing products that fulfill unarticulated customer needs.

Healthy Mix of Businesses: 3M serves a broad array of markets, providing many avenues for growth and cushioning the company from disruptions in any single market. 3M has a worldwide presence in the following markets: consumer and office; display and graphics; electro and communications; health care; industrial and transportation; and safety, security and protection services.

Well-Known Brands: Representing quality, innovation and reliability, 3M brands earn customer loyalty, encourage repeat purchases and motivate users to try new 3M products.

Worldwide Presence: We have companies in more than 60 countries around the world, and we sell our products in nearly 200 countries. More than half of our sales are outside the United States.



Corporate Headquarters

3M Center

St. Paul, MN 55144-1000

www.3M.com/sustainability

Please recycle.

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