One Strong Brand, Complemented by Many Strategic Brands

- 3M named one of the Best 100 Global Brands by strategic brand consultancy, Interbrand in 2011
- Proud of the household names we have created with our market leading strategic brands
- Our strategic brands play an integral role in strengthening the 3M brand and allowing us to deliver tangible results that enable customer success

At 3M, we continuously build on each other’s ideas…

…to innovate unexpected solutions and make progress possible
Acknowledged by Opinion Formers

- **harris**
  - Most Visible
  - 3M Ranks 3rd

- **Reputation Institute**
  - Most Reputable Companies
  - 3M Ranks 4th

- **Forbes**
  - European Best Multi-national Workplaces
  - 3M Ranks 5th

- **FORTUNE**
  - Most Admired Companies
  - 3M Ranks 15th

- **BARRON’S**
  - Top Public Companies
  - 3M Ranks 7th

- **booz&co.**
  - Most Innovative Companies
  - 3M Ranks 3rd

- **EPA**
  - 7 time ENERGY STAR® Sustained Excellence Award Winner

- **HayGroup**
  - Among Best Companies for Leadership
3M Has a Long History in Sustainability

Product Environmental Assessment starts
Environmental Engineering & Pollution Control organization formed

1980

1981

Environmental Audit Program begins

• Co-Sponsor four pollution prevention conferences with US EPA

1987

• 3M BOD adapts environmental policy
• 3P program launched

1988

Ozone Depleting Chemical phase out policy adopted

1990

• 3M Safety, Health, and Environmental Committee formed
• Launch Air Emission Reduction Program

1993

• Year 2000 Environmental Goals established

1995

• Environmental Management System Formalized

1997

• Achieved goal of 70% reduction in WW air emissions

1998

• Life Cycle Management System formalized

2000

• World’s first CFC-free MDI launched

2001

• Exceeds 2005 Environmental Targets
• Sets 2010 Environmental targets

2005

• 3M EHS system adopted
• 2005 Environmental Targets Launched
• Environmental dimension added to 3M Contribution Program

2008

• New Strategic Sustainability Principles established
• RED established

2010

• 2015 Sustainability goals launched

2011

• Best Global Green Brands, ranked #2

Sustainability is part of our DNA
ENERGY STAR®: Guidelines for Energy Management

- Management System for Energy
- 3M is using this approach recommended by ENERGY STAR
- Compliments ISO 50001 Management System for Energy
Corporate Energy Goals

**2005 - 2015**

**Target:** 25% improvement in energy utilization

**Rationale:** Consistent with U.S. Department of Energy Better Buildings pledge

**Process:**
- **Top-down** consistent company-wide target
- Divisions and Businesses responsible for results

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**Objectives**

1. Encourage businesses to think in terms of energy strategically
2. Encourage facilities to continue to drive site-specific reductions
Scope and Structure

- Energy use and costs tracked at over 240 locations in 39 countries world-wide
- Energy teams at each of 56 larger locations
- Management supports teams through annual plans

Corporate Energy Management provides resources including quarterly progress reports

- Guidelines for energy teams
- Best Practice sharing
- Monthly web conferences
- $ for Funding Energy Projects
- Access to experts
- Assessments
- Awards and Recognition
Corporate Perspective

- Continue to drive improved energy efficiency of our global operations
- Consider energy requirements in new product development
- Design new facilities and equipment to be energy efficient
- Influence suppliers to move toward sustainability
- Share our successes, learn from others

- Globally, regulations and customer expectations are becoming a more significant influence
Potential Barriers To Greater Improvement

- Time
- Availability of capital
  - Growth, laboratories and pilot plants, capacity, infrastructure, compliance, cost reduction
  - Alternative financing models haven’t resolved issues with internal capital allocation
- Understanding the opportunity
Seventh Consecutive Year!