

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**  
Washington, D.C. 20549  
**FORM 10-K**

**X ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the fiscal year ended December 31, 2009

Commission file number 0-3285

**3M COMPANY**

State of Incorporation: Delaware

U.S. Employer Identification No. 40-6481778

Principal executive offices: 3M Center, St. Paul, Minnesota 55144

Telephone number: (650) 733-4100

**SECURITIES REGISTERED PURSUANT TO SECTION 12(b) OF THE ACT:**

Title of each class	Name of each exchange on which registered
Common Stock, Par Value \$0.10 Per Share	New York Stock Exchange, Inc. Chicago Stock Exchange, Inc.

*Note:* The common stock of the Registrant is also traded on the OTC Bulletin Board.  
Securities registered pursuant to section 12(g) of the Act: None

Indicate by check mark if the Registrant is a well-known seasonal issuer, as defined in Rule 405 of the Securities Act. Yes ☐ No ☒

Indicate by check mark if the Registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes ☐ No ☒

Indicate by check mark whether the Registrant (1) has filed all reports required by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the Registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained, in the Registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K. ☒

Indicate by check mark whether the Registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of "large accelerated filer", "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer ☒

Accelerated filer ☐

Non-accelerated filer ☐  
(Do not check if a smaller  
reporting company)

Smaller reporting company ☐

Indicate by check mark whether the Registrant is a shell company (as defined in Rule 12b-2 of the Act). Yes ☐ No ☒

The aggregate market value of voting stock held by nonaffiliates of the Registrant, computed by reference to the closing price and shares outstanding, was approximately \$27.3 billion as of January 30, 2009 (approximately \$48.6 billion as of June 30, 2009, the last business day of the Registrant's most recently completed second quarter).

Shares of common stock outstanding at January 31, 2009: 695,761,356.

**DOCUMENTS INCORPORATED BY REFERENCE**

Parts of the Company's definitive proxy statement to be filed pursuant to Regulation 14A, within 120 days after Registrant's fiscal year-end of December 31, 2009 for its annual meeting to be held on May 12, 2009, are incorporated by reference in this Form 10-K in response to Part III, Items 10, 11, 12, 13 and 14.

This document (including exhibits) contains 164 pages.  
The table of contents is set forth on page 2. The exhibit index begins on page 161.

# 3m Annual Report 2009

**IM Harris**



### 3m Annual Report 2009:

**An Interactive History of the Clean Air Act** Jonathan M Davidson, Joseph M Norbeck, 2011-12-01 The Clean Air Act of 1970 set out for the United States a basic yet ambitious objective to reduce pollution to levels that protect health and welfare The Act set out state and federal regulations to limit emissions and the Environmental Protection Agency was established to help enforce the regulations The Act has since had several amendments notably in 1977 and 1990 and has successfully helped to increase air quality This book reviews the history of the Clean Air Act of 1970 including the political business and scientific elements that went into establishing the Act emphasizing the importance that scientific evidence played in shaping policy The analysis then extends to examine the effects of the Act over the past forty years including the Environmental Protection Agency's evolving role and the role of states and industry in shaping and implementing policy Finally the book offers best practices to guide allocation of respective government and industry roles to guide sustainable development The history and analysis of the Clean Air Act presented in this book illustrates the centrality of scientific analysis and technological capacity in driving environmental policy development It would be useful for policy makers environmental scientists and anyone interested in gaining a clearer understand of the interaction of science and policy Offers an overview of the 1970 Clean Air Act and its subsequent effects Highlights the relationship between policy and scientific discovery Extracts lessons from the United States to apply to other policy and national contexts International Business Simon

Collinson, Rajneesh Narula, Amir Qamar, Alan M. Rugman, 2020 Revised edition of International business 2017 **Ebook:**  
**Managerial Accounting** GARRISON, 2014-05-16 Ebook Managerial Accounting *Asian Financial Statement Analysis* ChinHwee Tan, Thomas R. Robinson, 2014-04-14 Gain a deeper understanding of Asian financial reporting and how to detect irregularities The Asian region and particularly China is becoming a hotbed of investment activity There have been quite a few accounting scandals in Asia in the recent years now rivaling those we have seen in the Americas and Europe Assessing potential or active overseas investments requires reliance on financial statements the full parameters of which may vary from region to region To effectively analyze statements it is necessary to first understand the framework underlying these financial statements and then lay out a protocol for detecting irregularities It's impossible to create and implement a practical plan without a deeper knowledge of the various factors at play Asian Statement Analysis Detecting Financial Irregularities provides a framework for analysis that makes irregularities stand out Authors Chin Hwee Tan and Thomas R Robinson discuss international financial reporting standards including characteristics particular to the Asian region Tan and Robinson's combined background in academia and Asian finance give them a multi modal perspective and position them as top authorities on the topic In the book they address issues such as Detection of irregularities independent of particular accounting rules The most common irregularities in the Asian market Similarities and differences between U S and Asian accounting techniques An overarching framework for irregularity detection The book uses real world examples to illustrate

the concepts presented with the focus on Asian companies As the first ever in depth study on manipulation and irregularities in the Asian market Asian Financial Statement Analysis Detecting Financial Irregularities is uniquely positioned to be a valuable resource in the move toward the next phase of global reporting standards **Country Risk** Norbert Gaillard,2020-07-06 Country risk has been a key notion for economists financiers and investors Norbert Gaillard defines this notion as any macroeconomic microeconomic financial social political institutional judiciary climatic technological or sanitary risk that affects or could affect an investor in a foreign country Damages may materialize in several ways financial losses threat to the safety of the investing company s employees clients or consumers reputational damage or loss of a market or supply source Chapter 1 introduces the key concepts Chapter 2 investigates how country risk has evolved and manifested since the advent of the Pax Britannica in 1816 It describes the international political and economic environment and identifies the main obstacles to foreign investment Chapter 3 documents the numerous forms that country risk may take and provides illustrations of them Seven broad components of country risk are scrutinized in turn international political risks domestic political and institutional risks jurisdiction risks macroeconomic risks microeconomic risks sanitary health industrial and environmental risks and natural and climate risks Chapter 4 focuses on sovereign risk It presents the rating methodologies used by four raters next it measures and compares their performance i e their ability to forecast sovereign defaults Chapter 5 studies the risks likely to affect exporters importers foreign creditors of corporate entities foreign shareholders and foreign direct investors It presents the rating methodologies used by seven raters and measures their track records in terms of anticipating eight types of shocks that reflect the main components of country risk analyzed in Chapter 3 This book will be most relevant to graduate students in economics as well as professional economists and international investors *Surveillance in Europe* David Wright,Reinhard Kreissl,2014-09-19 Surveillance in Europe is an accessible definitive and comprehensive overview of the rapidly growing multi disciplinary field of surveillance studies in Europe Written by experts in the field including leading scholars the Companion s clear and up to date style will appeal to a wide range of scholars and students in the social sciences arts and humanities This book makes the case for greater resilience in European society in the face of the growing pervasiveness of surveillance It examines surveillance in Europe from several different perspectives including the co evolution of surveillance technologies and practices the surveillance industry in Europe the instrumentality of surveillance for preventing and detecting crime and terrorism social and economic costs impacts of surveillance on civil liberties resilience in Europe s surveillance society the consequences and impacts for Europe of the Snowden revelations findings and recommendations regarding surveillance in Europe Surveillance in Europe s interdisciplinary approach and accessible content makes it an ideal companion to academics policy makers and civil society organisations alike as well as appealing to top level undergraduates and postgraduates Name of County Kenya. Ministry of Devolution and Planning,2013 Corporate Social Responsibility at Basf Leonard Coen,Jean-Luc Frast,2011-10 Project

Report from the year 2011 in the subject Business economics Marketing Corporate Communication CRM Market Research Social Media grade 1 0 Copenhagen Business School course Corporate Social Responsibility language English abstract The most recent publication by Porter and Kramer 2011 reaffirms this theory and expands it from merely environmental concerns to overall societal concerns in addressing economic growth in the framework of the creation of shared value Beyond the emphasis on the elimination of inefficiencies in production processes as described in Green and Competitive Porter and Kramer assess that shared value is created by reconceiving products and markets redefining productivity in the value chain and building supportive industry clusters at the company s locations In the following section we will scrutinize the efforts undertaken by the chemical giant BASF with regard to its Corporate Social Responsibility strategy relevant policies and initiatives implemented

The Report: Ras Al Khaimah 2010, 2010      **Annual Report** Indian Council of Forestry Research and Education, 2010

MGMT3 Chuck Williams, Alan McWilliams, Rob Lawrence, 2017-01-01 A new approach to learning the principles of management MGMT 3 is the third Asia Pacific edition of a proven innovative solution to enhance the learning experience Concise yet complete coverage supported by a suite of online learning aids equips students with the tools required to successfully undertake an introductory management course Paving a new way to both teach and learn MGMT 3 is designed to truly connect with today s busy tech savvy student Students have access to online interactive quizzing videos podcasts flashcards case studies games and more An accessible easy to read text along with tear out review cards completes a package which helps students to learn important concepts faster MGMT 3 delivers a fresh approach to give students what they need and want in a text

**The Report**, 2012      **The Art of Company Valuation and Financial Statement Analysis** Nicolas Schmidlin, 2014-04-30 The Art of Company Valuation and Financial Statement Analysis A value investor s guide with real life case studies covers all quantitative and qualitative approaches needed to evaluate the past and forecast the future performance of a company in a practical manner Is a given stock over or undervalued How can the future prospects of a company be evaluated How can complex valuation methods be applied in practice The Art of Company Valuation and Financial Statement Analysis answers each of these questions and conveys the principles of company valuation in an accessible and applicable way Valuation theory is linked to the practice of investing through financial statement analysis and interpretation analysis of business models company valuation stock analysis portfolio management and value Investing The book s unique approach is to illustrate each valuation method with a case study of actual company performance More than 100 real case studies are included supplementing the sound theoretical framework and offering potential investors a methodology that can easily be applied in practice Written for asset managers investment professionals and private investors who require a reliable current and comprehensive guide to company valuation the book aims to encourage readers to think like an entrepreneur rather than a speculator when it comes to investing in the stock markets It is an approach that has led many to long term success and consistent returns that regularly outperform more opportunistic

approaches to investment      **The Report: Oman 2012** ,2012      *Leading public sector innovation* Bason, Christian,2010-10-27 In a time of unprecedented turbulence how can public sector organisations increase their ability to find innovative solutions to society s problems *Leading public sector innovation* shows how government agencies can use co creation to overcome barriers and deliver more value at lower cost to citizens and business Through inspiring global case studies and practical examples the book addresses the key triggers of public sector innovation It shares new tools for citizen involvement through design thinking and ethnographic research and pinpoints the leadership roles needed to drive innovation at all levels of government *Leading public sector innovation* is essential reading for public managers and staff social innovators business partners researchers consultants and others with a stake in the public sector of tomorrow This is an excellent book setting out a clear framework within which the practical issues involved in public sector innovation are explored using insights drawn from extensive practical experience of implementing and supporting it It draws on an impressive range of research and relevant wider experience in both public and private sectors and is written in a clear and persuasive style The book offers an excellent synthesis of principles practices and tools to enable real traction on the innovation management problem and it ought to find a place on any manager s bookshelf John Bessant Director of Research and Knowledge Transfer and Professor of Innovation and Entrepreneurship University of Exeter Business School      **The Financial and Other Sanctions of the European Union** Natalia Charalampidou,2025-03-18 European Monographs Series The European Union EU has chosen to react to violence and aggression in states outside the block through the imposition of restrictive measures both autonomous and mandated by the Security Council of the United Nations In recent years it has furthermore chosen to react to malicious activities that do not necessarily unfold within the territory of a specific state To date the EU has done so in thirty seven instances following more than eighty EU legal instruments This book is the first to thoroughly investigate the origins nature and implications of the whole range of sanctions regimes set by the EU Breaching international peace and security violent repression and political stalemate serious violation of human rights terrorism malicious cyber activities and proliferation and use of chemical weapons have urged the EU to adopt restrictive measures Such measures affect funds and financial services as well as banking energy gold precious metals diamonds and luxury goods cultural property tourism and travel broadcasting arms weapons and missiles dual use items as set both by the EU and by international actors such as the Australia Group the Missile Technology Control Regime the Nuclear Suppliers Group and the Wassenaar Arrangement mining and quarrying and logistics The book s comprehensive coverage includes insights into the legal basis for adopting sanctions by taking in the resolutions of the UN Security Council that were previously adopted or failed to become so the preference for smart or targeted measures over embargoes or economic sanctions the principles guiding restrictive measures including expiration or review when and if a restrictive measure can be challenged and correlations with US legislation as the case may be A special chapter is dedicated to the particularly complex restrictive

measures related to Russia's aggression in Ukraine As a focused and well organized explication of the EU sanctions regimes the book's invaluable guidance in identifying the legislative instruments shaping each sanctions regime and in producing arguments on the basis of discrepancies among them will be welcomed by policymakers scholars and practitioners whose work involves international relations international peace and security defence banking and finance as well as luxury items and fine arts     The Report: Ras Al Khaimah 2011 ,2011     **Minerals Yearbook, 2008, V. 3, Area Reports, International, Latin America and Canada** ,2010-10-25 NOTE NO FURTHER DISCOUNT FOR THIS PRODUCT Significantly reduced price Overstock List Price Contains mineral data on the countries of Latin America and Canada Discusses the importance of minerals to the economies of these nations Includes production and industry structure tables information about government policies and programs and an outlook section     *Selected Water Resources Abstracts* ,1987  
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