



Date: April 3, 2020

Dear Valued 3M Customer,

This letter supplements our prior communications regarding the very high demand for 3M respirators resulting from the COVID-19 pandemic. As a company, we continue to act with urgency to address this crisis from every angle and do all we can to help protect our heroic nurses, doctors and first responders. Before the COVID-19 outbreak, approximately 10% of 3M's U.S.-produced N95 respirators were used by US healthcare customers, with the remaining 90% going industrial and retail end-uses. The result of all our recent efforts is that 3M is now shipping more than 90% of its U.S.-based N95 respirator production to our courageous healthcare workers, with the remaining 10% deployed to other critical national infrastructure industries including energy, food and pharmaceuticals.

Yesterday, the Administration formally invoked the Defense Production Act (DPA) to empower the Federal Emergency Management Agency (FEMA) to submit prioritized orders for our N95 respirators. We have been working closely with the Administration to do exactly that, and we appreciate the authorizations in the DPA that provide a framework for us to expand the work we are doing even further in response to the global pandemic crisis. We look forward to working with FEMA to implement yesterday's Executive Order. We don't know yet the impact of the DPA on our ability to supply product through our current healthcare channel and to critical industrial infrastructure. As we have additional information, we will provide you an update.

In addition to directing the vast majority of our N95 respirator output to healthcare and public health, the following summarizes our supply expansion efforts:

- In January, prior to the rapid acceleration of the COVID-19 outbreak in the U.S., 3M produced 22 million N95 respirators in the U.S.
- In February, 3M increased production of N95 respirators to 33 million in the U.S.
- In March, 3M further increased production of N95 respirators to 35 million in the U.S.
- Prior to the emergence of COVID-19, 3M's US manufacturing facilities exported a small portion [6 million] of its monthly respirator output, primarily to Canada and Latin America.
- Since January, 3M's significant increase in US monthly production of 13 million (22 million to 35 million) N95 respirators, has all been distributed throughout the U.S.
- For these Canadian and Latin American customers, 3M's N95 respirators produced in the U.S. are their primary source of supply. The Administration has requested that 3M cease exporting respirators that we currently manufacture in the United States to the Canadian and Latin American customers. There are, however, significant humanitarian implications of ceasing respirator supplies to healthcare workers in Canada and Latin America, where 3M is a critical supplier of respirators.
- On top of the production expansion we've already completed, we expect to further increase respirator output to 50 million units per month in the US by June, a 40% increase from current levels
- Just recently, as a result of utilizing our global manufacturing footprint, 3M has secured authorization from the Chinese government and is in the process of importing 10 million 3M respirators that manufactured in China into the US

- We are also partnering with Ford Motor Company and other leading manufacturers to increase output of N95 and other respirators.
- 3M engineers are collaborating with several sterilization companies to find a way for hospitals to safely clean, reuse and extend the life of these respirators.

We also continue to act on reports of price gouging and unauthorized reselling related to 3M respirators. This activity is unethical and illegal. As you recall on January 23, in a communication to channel partners we reinforced a coronavirus communication to Authorized 3M Distributors, and reinforced our policy on export of products: distributor will not sell, drop-ship, allow trans-shipment (i.e., ship to a U.S. destination for re-shipment to a non-U.S. destination), export, or ship for ultimate use of Products to destinations outside of, or for ultimate end use in, any location outside U.S. States and Territories (note: Puerto Rico specifically requires written consent from 3M) without express written authorization. We are working with the U.S. Attorney General and attorneys general of every state, making it clear that 3M has not and will not raise prices for respirators and offering our assistance in the fight.

3M is in daily contact with our customers and we remain committed to open and honest communications during this rapidly changing situation. Please work with your 3M Key Account Management Team or local sales representative for assistance. As this situation evolves, we will continue to provide updates as appropriate.

Regards,

Jim Fall  
SIBG Vice President  
United States and Canada Business Area

**Note:** You are receiving this communication because of your current relationship with 3M. Our existing commercial relationship where such communication is needed to perform obligations is from our relationship. In this case, communication is part of the service being supplied.

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