

WHAT'S INSIDE

LOOKING FORWARD— APOLLO 19

"I BELIEVE WE POSSESS ALL THE RESOURCES AND TALENTS NECESSARY. BUT THE FACTS OF THE MATTER ARE THAT WE HAVE NEVER MADE THE NATIONAL DECISIONS OR MARSHALED THE NATIONAL RESOURCES REQUIRED FOR SUCH LEADERSHIP. WE HAVE NEVER SPECIFIED LONG-RANGE GOALS ON AN URGENT TIME SCHEDULE, OR MANAGED OUR RESOURCES AND OUR TIME SO AS TO INSURE THEIR FULFILLMENT."

*PRESIDENT JOHN F. KENNEDY
JOINT SESSION OF CONGRESS, MAY 25, 1961.*

By now, everyone has heard of the 4M Moonshot. The Moonshot was announced in October of 2017 with the objective of reaching \$100 million by the end of 2023. We began 2018 with a focused plan on how to achieve 2018 results that would contribute to the Moonshot. We felt like the statement that President Kennedy made above was made about us. For 2018, we insured the fulfillment of the stated goal. We not only achieve it, we surpassed it.

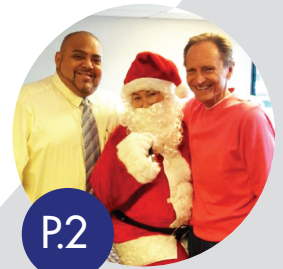
Our growth rate in 2018 was 21.0% and 3.0% ahead of our Moonshot plan. Our current run rate is equally as impressive and we are on track to post \$77.0 million in 2019, a full \$7.0 million ahead of our Moonshot goal. But that's just the beginning. With our focus on retention and our pipeline of new opportunities, our

Moonshot will be realized by 2021 instead of 2023, shaving off a full two years.

None of that happens by mistake or by luck. This is a tribute to the people that delight our clients every day. Success breeds success and clients that become loyal advocates are the best insurance of retention and new sales.

So, let's think about our Moonshot as Apollo 19. The Apollo Space Mission was the mission to land a person on the moon. Our Apollo 19 is to blow away our current forecast and reach the moon before 2021. We're off to a fast start and it's only going to gain momentum.

Hold on for the ride, it's going to be epic.



P.2

Around the
4M World



P.5

Wellness Corner



P.6

4M in The News

AROUND THE 4M WORLD

THANK YOUR CLEANER DAY

We know all of our cleaners work hard, day-in and day-out, to keep our clients happy. So, we wanted to show our Team Members some extra love on Thank Your Cleaner Day this day year. Showing a little appreciation goes a long way, and we used it as an opportunity to show all of our Team Members just how much they mean to us.

Each region participated in their own way. Celebrations occurred all over 4M accounts and offices. Luz Londono had delicious cakes made to thank all of her Team Members for their hard work, sacrifices, and smiles. Brandon Meredith said of his celebration, "I met with my Team

Members to Thank them all for their hard work and let them each know how much I appreciate them. I've been with 4M for 3 years and my current team is the best I've ever had. Rare call offs, zero complaints and they all show up on time every day. Thank your cleaner day was an extra opportunity to let my team know just how much they mean to me."

Here is just a small sampling of the participation we had from all of our wonderful Team Members. There were so many more nice notes and pictures sent in, we didn't have room for them all!



FLORIDA

Ahmo Ibrahimovic welcomed a tiny new family member in December. Congratulations on your growing family!

Marc DiMarzo and his team did a great job at the Nemours startup. Many of us know how much work goes into starting up a new account. Talk about 360° Teamwork! Countless hours of planning, training and work are one thing, but we also like to fit in a little fun too!

Jacksonville's team took home a winner at the IFMA TopGolf Tournament. Blue ribbons, 1st place, and highest points to name a few! Who's ready to go pro?

The Tampa office had a special visitor in December. The one and only SANTA stopped by to make sure everyone was on the Nice List. Of course they were!



Ahmo with his new best friend!



Ho Ho Ho!



Its never a bad day at TopGolf.



Lots of smiles at the Nemours job start.

AROUND THE 4M WORLD CONTINUED

INDIANAPOLIS

Account Managers in Indianapolis are keeping their skills nice and sharp. Many participated in floor care training with the help of our partners at Diversey. Now they're ready to make our clients' floors even better than before!

Newly promoted President Steve Crain made a trip to Indianapolis and got to spend his birthday with the team there! Everyone spent time together eating cake and admiring how Mr. Crain still could pass for a spry 22-year-old.



Floor care is FUN!



Happy Birthday, Steve!

ST. LOUIS

The Gateway Region came together to thank and honor one of our long time Team Members, Freddie Brown. Freddie decided his days of hard work were over after 35 years of dedicated service and opted to retire! Gateway threw him a big party where everyone reminisced about their favorite Freddie moments. We had a great run together, and are certainly sad to see him go, but we'll still be seeing him around.

The holiday spirit was in full swing in the St. Louis office during the whole season. Everyone had full bellies with so many delicious holiday dishes

and treats that were shared throughout the season. There was even some 'ugly' fun with some really special sweaters! The team shared the love with those outside of 4M and hosted a food drive for those in need during the Thanksgiving season.

We've always got room for improvement. 4M donated labor and time to refinish the Monsanto YMCA gym floors in the inner city of St. Louis. Some of the Gateway team were able to participate in the demonstration on wooden floor care where, by the end of the day, the team learned a lot and had some fun while doing it.



Freddie Brown and his wife shared lots of laughs with Tim Murch



Holiday eats and treats for all!



Full boxes meant full tummies for some needy families



Look at those classy sweaters! The 'ugliest sweater' prize went to Denise Hightower (3rd from the left).



We can have fun with floor care, too!



It was a lot of ground to cover, but they did it!

AROUND THE 4M WORLD CONTINUED

NASHVILLE

Talk about a HUGE improvement! The 4M team was on their A game and made a huge impact immediately after starting a new client job at Jack Daniel's in their Quality Control Area. The Team should be very pleased with their work, it looks so fantastic. 4M's customer is so happy to have beautiful floors once again!

In true 4M Family fashion, the whole Nashville team gathered together to celebrate a little holiday spirit together. Keep at it, Team, your family is growing fast!



Old Number 7 never looked so good!



WOW - what a difference!



The gang's all here

SAN ANTONIO

Team Member of the Quarter goes to John Darity in San Antonio. John received this honor because of his dedication to his work with 4M as well as his dedication to bettering himself. John says of his time at 4M, "I have learned to pay attention to detail, in a way I hadn't before, and I continue to learn more every day. I am still attending classes at UTSA, with the goal of finishing my degree in Mechanical Engineering. While balancing work and studies can be difficult, I have never been the type to back away from a challenge and I will continue to be diligent in both."



We are so proud to count you as one of our top Team Members, John. Congrats on earning Team Member of the Quarter!

4M IN THE NEWS

4M CLEANS UP AT BSCAI AWARDS

You may have heard about 4M's unprecedented earning of four industry awards at the Building Service Contractors Association International (BSCAI) 2018 CLEAN Awards. The BSCAI CLEAN Awards occur annually and are awarded at the Contracting Success Conference. These awards demonstrate the best in excellence among different BSCs and across several categories. This year, 4M was awarded in 4 of the 10 categories, a great accomplishment considering the quality of competition.

Tim Murch, said of the occasion "We are truly humbled by the honors BSCAI has bestowed upon us during this year's awards. I know that because of the commitment from our Team Members and the great customer partners that we have, 4M looks forward to 40 more years (and then some) of being a leader in the BSC industry. The future is extremely bright."



BSCAI President Jim Harris, Jr., CBSE & 4M President Tim Murch, CBSE with the Arthur C Barraclough Company Community Service Award and check for the Buddy Fund.



4M Leadership with the Cleaning for Health Award. (from left) Michael Fitts; Josh Hendricks; Dan Cline, II CBSE; Danielle Vidal-Johnson; Steve Crain, CBSE; and Tim Murch, CBSE.



4M Leadership and the BSCAI Safety Award. (from left) Dan Cline, II CBSE; Josh Hendricks; BSCAI President Jim Harris, Jr., CBSE; Danielle Vidal-Johnson; Steve Crain, CBSE; Tim Murch, CBSE; and Michael Fitts.



BSCAI President Jim Harris, Jr., CBSE; Danielle Vidal-Johnson, Director of Marketing; & 4M President Tim Murch, CBSE with the Image Award

4M's accomplishments include: (1) The Cleaning for Health® Award presented by ProTeam®. The award recognizes a BSCAI building service contractor with a Cleaning for Health program that includes policies, procedures, and training that emphasizes the health of building occupants and staff; (2) The Arthur C. Barraclough Company Community Service Award which recognizes companies for their volunteer effort for charities and the community. 4M selected the Buddy Fund to receive the generous donation of \$1,000 provided by BSCAI to the winner of this award; (3) The BSCAI Safety Award which is only awarded to companies with the best safety records. 4M has earned the BSCAI Safety Award 22 out of the last 23 years, a true testament to 4M's culture of safety; and (4) The Image Award, for the 3rd year in a row, which recognizes companies that have excelled in enhancing the image of their businesses to the industry and to the general public. The award has several categories including: social media presence, newsletter, website, company uniform, and promotional marketing. BSCAI represents a worldwide network of more than 1,000-member companies and 4M Building Solutions was selected by an independent panel of industry experts.

SAFETY DIAMONDS

BEHAVIOR BASED SAFETY

If you haven't heard yet, 4M is moving away from Safety Self Inspections and toward a new process called Behavior Based Safety or BBS. BBS is based on a larger scientific field called organizational behavior management and uses observations of actual work being done to score behavior. Sounds simple enough except it's not just about observations.

Think about any activity where you learned how to do something and then had a coach that would help you to either break bad habits that you developed and coach you to develop good habits. The easiest analogy would be with sports. If you started playing a sport and really didn't have a coach to observe you in action, you probably developed a lot of bad habits. Oh, you could watch videos of how to do it or read books and magazines on how to develop your skill on the court or field but you can still develop those bad habits because they might be less time consuming or maybe that's not the way it feels best to do. Your coach probably had a challenge getting you to "unlearn" the bad behavior and the only way they could do this is through observation. You telling them you know how to do something doesn't cut it.

So, Behavior Based Safety is the same. Observing behavior is the best way to really understand if there are bad habits that have grown over time. Maybe we feel too rushed to do it right and then THAT becomes a



habit. Maybe we were taught one way to do something and now there is a better way that is safer, but it's not the way we were taught. BBS strives to correct this and coach our Team Members to the safest habits so that we are all safe at work and at home. We are fortunate to not only be the safest company in the industry but we take safety so seriously that we are always looking for ways to improve our work environments and make them safer for all Team Members.

Remember that safety is everyone's business and every Team Member is a Safety Champion.

WELLNESS CORNER

HOW TO CREATE AN EXERCISE HABIT

Is there a secret to making exercise a part of your life so that it becomes a habit? We've got some great strategies that can help you make exercise a part of your life for good!

1. Be consistent - Apply consistency to exercise, perform some exercise every day. Start with a 30-day challenge to get some activity every day.
2. Set a time - Figure out what your best, most protected time of day is where you are likely to stick to your exercise and try not to vary that time.
3. Send yourself a reminder - Send yourself a text or an email so that you won't forget.
4. Start small & progress later - Start with 5, 10, 15 minutes to get started and let your body get used to the new exercise. Once your body is used to daily exercise, slowly increase the amount of exercise- no sooner than 2-3 weeks after starting.

5. Make it fun - If you associate a habit with pain, you will shy away from it. If you make it fun, you'll look forward to it.
6. Lay out your gear - Put your clothes and whatever other equipment you need out ahead of time and in your line of vision.
7. Just get going - Just start, don't think about how long or how hard - once you get going, you usually won't want to stop.
8. Mix it Up - Keep it interesting by trying different exercises, which will allow for using different muscle groups and allow others to have rest days!
9. Plan rewards for yourself - Once you achieve your goal, reward yourself with some new workout clothes, or anything else that will make you feel good about your accomplishment!

Always consult your physician before beginning this or any exercise program.



At 4M we have tons of Team Members who are creating those exercise habits and crushing their goals. Two of our own worked and trained very hard and each ran marathons. That's 26.2 miles! Sarah Absheer ran in and finished the New York City Marathon and Michael Fitts did the same in the Marine Corps Marathon. Congratulations on all the hard work it took them to get there. Way to go!

DID YOU KNOW? . . .

REFERRAL BONUS PROGRAM

If you are currently employed at 4M and know someone who would be an outstanding team member that you could refer them to us and earn money?! If one of your referrals is hired and remains with 4M in good standing for at least 3 months, then you get a **\$100** bonus! And there's no limit to how much money you can make!

Ask your supervisor how.



4M IN THE NEWS CONTINUED

STEVE CRAIN PROMOTED TO PRESIDENT

A HUGE Congratulations are in order for Steve Crain who was promoted to President and COO. Steve has been with 4M for 31 years starting out as a Sales Representative. His main focus will continue to be progressively leading the company forward to be the absolute best building solutions partner along with building upon the incredible unique 4M culture, family and team. If you see him, be sure to give him a hearty congratulations (and maybe a high five!).



BOMA

A BIG congratulations to our very own Emily Sarvies on her election to the St. Louis BOMA chapter's board of directors! A well-deserved honor for all your hard work and dedication to our industry. 4M is so proud of you. Way to go Emily!



CUSTOMER COMPLIMENTS

These are just a few of the compliments received since the last newsletter from customers who took the time to share their positive experiences of outstanding service with us.

Sean Smith took it upon himself to shovel the area at the west end of one of our buildings. He also cleared a path for the night crew. Obviously, something that our landscape contractor either missed, is not aware of or doesn't do, and it certainly wasn't something that Sean had to do. Thank him for us! -Lisa Lucas, Property Administrator - Strategic Capital Partners

I just wanted to send a note praising our Day Matron, **Yessica Duran**, for the great job she does here every day. Yessica has gone above and beyond our expectations. She shows up every single day, and does her job without complaint or issue. She is proactive, and alerts us to items on floors that need attention. She is pleasant to us and the employees in the building. Yessica is a great example of a hard-working, ambitious employee. We really appreciate her here! -Robyn Wanko, Assistant Property Manager - Cushman & Wakefield

I wanted to let you know that we have noticed an improvement with the nightly cleaning and the consistency of it under your supervision. Thank you, **Zelma Mason**, for the attention to detail you are displaying with the quality of the nightly cleaning, keep up the good work! -Michael Mitchell, Facilities Manager - Forsyth School

Excellent job, **Jimmy Moore** and Crew. I have been hearing lots of great feedback from faculty and staff on campus that they have seen a great improvement in the cleanliness on campus. Carrie Ornelas - St. Louis College of Pharmacy

I wanted to tell you **Jerry Wright** is great. He keeps the building so clean and he is a

very personable and nice man. Everyone here knows him and he fits in so great in our building! -Neelie Odell - Evergy

I would like to take this opportunity to bring to your attention what a wonderful person and what an outstanding hard working honest and conscientious worker you have in **Rosetta Edwards**. She must be the most hard-working person in this building! She never stops from morning to night and she is extremely good at her work, while all the time offering everybody a happy greeting and a lovely smile. I think she is worth her weight in Gold. -Mike Gaire, Contract Management Specialist - Envolve

We wanted to let you know we are very pleased with your level of services and hope you continue. Many have already noticed the difference and remarked about the appearance. Well done! -Robin Whitley, Facility Manager - Cushman & Wakefield

We love having **Cristian Perez** on the Dierbergs account. He is extremely proactive, responsive, and diligently sees things through from beginning to end. Things at the building have been very consistent ever since Cristian came aboard. Thank you! -Lauren Savel, Property Manager - Cushman & Wakefield

Please let **Ylber Azizi's** whole team know they are doing a great job. They are so dependable and responsive! **Naser Rashiti** who has taken his temporary supervisor roll seriously and been reliable and hard working in Ylber's absence. **Bukurije Bela** who keeps an entire 3 building complex clean and makes it look easy! **Hajrije Azizi** who is soft spoken and smiling and a work

horse. **Laila Mohamed** and **Debra Killian** who tackle their night time work with a smile and deliver consistently clean restrooms and lobbies to our tenants every morning. Tiny **Irzema Rapkic** who tackles our 4-story building every day with a quiet energy and wonderful customer service. **Idriz Salihu** and the crew members that work on floors and special projects that provide us gorgeous VCT, granite and tile floors. Ylber is responsible for putting together a crew that truly works as a team. As a client there are no better words to hear than "Whatever you need we will make it happen." Which is always Ylber's response. Ylber should be commended for his great customer service, professionalism and stellar leadership. -Betty Griffis - Acorn Property Holdings

I want to recognize **Beverly Jewell** and her team on doing such a fantastic job at State Farm in keeping our home away from home clean and fresh. It's a noticeable change from our previous cleaners. It's quite obvious that Beverly is a hard worker and would be successful at anything she set her mind to because she knows how to do a job right. I am always noticing she's usually here cleaning before I get to work and is still hard at it when I leave in the afternoon. Not only is Beverly a hardworking, she's also very kind and cheerful and always has a smile on her face. I just want to recognize her for her efforts and say thank you for taking such good care of us! -Natalee Kinster - State Farm

I Would like to thank **Maria Zamora** and **Rosalinda Rodriguez** with 4M cleaning crew, for taking care of a Grease spill that was more than 60' feet long in the lobby

reception area! They Did an outstanding job in cleaning up the floor. Thanks! - Ernesto S. Herrera, Security Service Officer - Valero

I'd like to say that things have improved tremendously with the new 4M cleaning staff. I haven't had a complaint in a long time! -Bridget Spann, Receptionist - Plaza Advisory Group

I wanted to send you out a big THANK YOU for your quick response on the water disaster we had over the weekend at our facility. I really appreciate that you and your team are available whenever we call. We couldn't do it without you all. I can always count on you to answer the phone no matter what time of day or night! -Joe Feagans, Operations Manager - Springfield Clinic

I wanted to take a minute and acknowledge your night Supervisor **Noel Carballo**. The common feedback from staff that I receive is whenever he is around them he is friendly, helpful and in general pleasant to everyone. They also tell me Noel is a hard worker, something I know personally, and they know they can count on him to do a great job and to follow up with any special requests that are made. I feel that it is important to recognize people for the good work that they do, as that is not always the case in this line of work. In this case it is well deserved! -Thomas G. Hartman, Maintenance Supervisor - Nemours Children's Specialty Care

Clarence Barnett, Jr is great. I was just getting ready to leave and he came and got all the junk up in record time. We really appreciate him! -Share Haines, Payroll - Bi-State Development

4M TEAM MEMBER RECOGNITION

Finding and recognizing Team Members doing things right is a significant part of our culture.

4M ANNIVERSARIES

Congratulations and thank you for your many years of dedicated service for our customers!

30 years

James Leaks

Glenda Williams

Delores Elliott

Frances Brock

Audrey Williams

Gloria Mason

Abdulah Karic

Graca Weber

Maidy Vargas

Michelle McMurray

Karla Garcia

Brittney Lewis

Vanessa Garcia

William Whyte

Inocencia Morales

Maria Mont

Michael Little

Tiffany Echols

25 years

Carrie Warford

10 years

Wendy Herrington

Nenad Timarac

Yolanda Dishmeyer

Jael Herring

Cheryl Donelson

20 years

Shenice Strawder

Marlene Hoerauf

15 years

Earline Willis

Virginia Smith

Melvin Bradley

Kenneth Rosser

Igor Maksimovic

5 years

Emily Sarvies

Amanda Adams

William West

Mario Ortiz

Carlton Jones

4M PROMOTIONS

Congratulations to the following Team Members on their recent promotion!

Karen Sarkisov
Account Manager

Virginia Casarez
Account Supervisor

Beverly Leach
Account Manager

Jon Wolfe
District Manager

Steve Crain
President, COO

Todd Wilkins
Director of
Operational Systems
& Training

Cruz Romero
Field Manager

Kimberly Brooks
Account Manager

Luis Garcia
Account Manager

NEW MANAGEMENT TEAM MEMBERS

Congratulations to the following new Management Team Members and welcome to the 4M Family!

Peyton Braeckel
Regional Coordinator

Joana Delgado-Rico
Account Manager

Eleazar Jepsen
Account Manager

Katherine Bolin
Accounting
Coordinator

Jayde Fields
Account Manager

Ray Figueroa
Field Supervisor

Jose Verastigue
Field Supervisor

Amanda Sari
Payroll Assistant

Melissa Grona
Account Manager

Shalonda Daniel
Account Supervisor

Claude Edouard
Account Manager

Gustavo Veliz
Field Supervisor

Janis Schaake
Field Manager

GOOD WORKS WINNERS \$\$\$

4M receives recognition from clients and supervisors hundreds of times each quarter praising our Team Members. Team Members are issued a "Good Works" ticket each time they are recognized. At the end of the month, a drawing is held and Team Members receive a cash prize!

William Valdez

James Fields

Jessica Gonzales

Manuel Rivera

Veronica Lopez

Nisha Lathrop

Jacob Bennett

David Weeks

Mary Mikuleza

Joshua Felkins

Janice Mason

Nicole Ridgley

Joshua Felkins

SAFETY BINGO WINNERS

Winners potentially receive anywhere from **\$75 up to \$8,000** per game!



Congratulations to Wendy Clark on her big win!

Shannon Manley **\$75**

Nathan Meiron **\$75**

Erica Walker **\$150**

Carlee Baysinger **\$150**

Brenda Velez **\$1,200**

Wendy Clark **\$1,900**

**TOTAL
WINNINGS:
\$3,550**

WORLD CLASS TEAM MEMBERS RECRUITING WORLD CLASS TEAM MEMBERS

The following have been paid for recruiting new 4M Team Members. Ask how you can get in on this and receive a bonus for your referrals!

\$100

Daniel Hernandez

Mary Mikuleza

Francis Burton

Esperanza Orozco

Nicole Thorpes

Kiara Steele

Carla Richardson

Martel Reedus

Ana Fabre

Lorna Calero

Luis Puenta

Ibis Mesa

Arelys Jimenez

Selena Valentine

Rosa Sanchez

Ruth Pabon

Livan Jimenez

Lissette Rodriguez

LaQueta Swinger

Elizabeth Edwards

Latoya Endsley

Erica Starnes

Lavone Lenox

Jahaira Villegas

Centeno

Lorena Montero

Arianna Andrade

Beatriz Rincon

Veronica Juarez

Maria Silva

Yansie Patino

\$200

Leonor Rivera

Rodolfo Cordero

\$400

Cristian Perez

\$1,000

Eusebio Fernandez

\$1,700

Regina Hendricks

**TOTAL
RECRUITMENT
BONUSES:
\$6,500**

EMPLOYEE ENGAGEMENT

WHAT MOTIVATES EXCELLENCE?

Former Campbell's Soup CEO, Douglas Conant, once said, "I strongly believe that you can't win in the marketplace unless you first win in the workplace. If you don't have a winning culture inside, it's hard to compete in the very tough outside world."

What Conant said is true. Success comes from within; within the workplace and within ourselves. Companies win when their employees are engaged. So what does it take to encourage commitment and keep employees in it for the long haul?

In this 2009 New York Times bestseller, "Drive: The Surprising Truth About What Motivates Us," author Daniel H. Pink examines what he considers the three elements of true intrinsic or internal motivation—**autonomy, mastery** and **purpose**.

AUTONOMY

The need to direct your own life and work

Here are three ways manager can encourage autonomy in the workplace:

- 1. Give Recognition.** Studies show that 78 percent of employees say being recognized motivates them to work hard and with more drive.
- 2. Build Trust.** When employees feel they can make choices on balancing their work

and home life, they are more likely to be productive, happier and engaged.

- 3. Give Ownership.** Fostering open and honest communication makes employees feel that management values their thoughts and ideas.

MASTERY

The desire to improve

Here are four ways to help employees perfect their skills and achieve mastery in the workplace:

- 1. Offer a stimulating work environment.** Encourage employees to have innovative minds, to collaborate and to participate in new projects.
- 2. Give employees the tools they need to "sharpen their axe."** Make sure employees have the resources and training they need to do their jobs well.
- 3. Recognize improvement.** Recognition is one of the most powerful motivators, so be sure to give employees the recognition they deserve.
- 4. Reward achievement.** Reward employees' achievements visibly so all employees can see that having initiative makes a difference.

PURPOSE

Investing in the "big picture"

Here are 3 ways managers can give employees a sense of purpose:

- 1. Clearly communicate the company's mission.** Clearly communicate the company's values, goals and overall mission.
- 2. Make sure employees know the value of their contribution.** Help them see the big part even a small role can play.
- 3. Talk about the positive impact the company is having on its customers and the community.** Help them feel connected to the good their company is doing and the positive impact their company is having on real lives.

Creating a culture of engagement in an organization offers employees autonomy, mastery and purpose, and that in turn boosts productivity and profits. When employees look forward to coming to work every day; when they feel they can reach their full potential; when they understand how their individual cog fits into the company wheel; when they feel aligned with their company's mission; that is when the magic happens. That is when a company truly succeeds.

4M Mission: To provide world-class, innovative Building Solutions to world-class partners with energy, enthusiasm and excitement by Team Members who share in the success of 4M.



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