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## STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934  
or Section 30(h) of the Investment Company Act of 1940

☐ Check this box if no longer subject to Section 16. Form 4 or Form 5 obligations may continue. See Instruction 1(b).

☐ Check this box to indicate that a transaction was made pursuant to a contract, instruction or written plan for the purchase or sale of equity securities of the issuer that is intended to satisfy the affirmative defense conditions of Rule 10b5-1(c). See Instruction 10.

|                                          |         |          |                                                          |  |                                                                                      |  |
|------------------------------------------|---------|----------|----------------------------------------------------------|--|--------------------------------------------------------------------------------------|--|
| 1. Name and Address of Reporting Person* |         |          | 2. Issuer Name and Ticker or Trading Symbol              |  | 5. Relationship of Reporting Person(s) to Issuer                                     |  |
| <u>Gallagher Paul Joseph</u>             |         |          | <u>3M CO</u> [ <u>MMM</u> ]                              |  | (Check all applicable)                                                               |  |
| (Last)                                   | (First) | (Middle) | 3. Date of Earliest Transaction (Month/Day/Year)         |  | <input checked="" type="checkbox"/> Director 10% Owner                               |  |
| <u>3M CENTER</u>                         |         |          | <u>02/06/2026</u>                                        |  | <input checked="" type="checkbox"/> Officer (give title below) Other (specify below) |  |
| <u>ST. PAUL MN 55144</u>                 |         |          | 4. If Amendment, Date of Original Filed (Month/Day/Year) |  | <input checked="" type="checkbox"/> Form filed by One Reporting Person               |  |
| (City)                                   | (State) | (Zip)    |                                                          |  | <input type="checkbox"/> Form filed by More than One Reporting Person                |  |

Table I - Non-Derivative Securities Acquired, Disposed of, or Beneficially Owned

[illegible]

**Table II - Derivative Securities Acquired, Disposed of, or Beneficially Owned  
(e.g., puts, calls, warrants, options, convertible securities)**

| 1. Title of Derivative Security (Instr. 3) | 2. Conversion or Exercise Price of Derivative Security | 3. Transaction Date (Month/Day/Year) | 3A. Deemed Execution Date, if any (Month/Day/Year) | 4. Transaction Code (Instr. 8) |   | 5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5) |     | 6. Date Exercisable and Expiration Date (Month/Day/Year) |                 | 7. Title and Amount of Securities Underlying Derivative Security (Instr. 3 and 4) |                            | 8. Price of Derivative Security (Instr. 5) | 9. Number of derivative Securities Beneficially Owned Following Reported Transaction(s) (Instr. 4) | 10. Ownership Form: Direct (D) or Indirect (I) (Instr. 4) | 11. Nature of Indirect Beneficial Ownership (Instr. 4) |
|--------------------------------------------|--------------------------------------------------------|--------------------------------------|----------------------------------------------------|--------------------------------|---|----------------------------------------------------------------------------------------|-----|----------------------------------------------------------|-----------------|-----------------------------------------------------------------------------------|----------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------|
|                                            |                                                        |                                      |                                                    | Code                           | V | (A)                                                                                    | (D) | Date Exercisable                                         | Expiration Date | Title                                                                             | Amount or Number of Shares |                                            |                                                                                                    |                                                           |                                                        |
| Restricted Stock Units                     | (1)                                                    | 02/06/2026                           |                                                    | A                              |   | 3,910                                                                                  |     | (2)                                                      | (2)             | Common Stock                                                                      | 3,910                      | \$0                                        | 3,910                                                                                              | D                                                         |                                                        |
| Non-qualified Stock Option (Right to Buy)  | \$172.65                                               | 02/06/2026                           |                                                    | A                              |   | 16,925                                                                                 |     | 02/06/2027 <sup>(3)</sup>                                | 02/05/2036      | Common Stock                                                                      | 16,925                     | \$0                                        | 16,925                                                                                             | D                                                         |                                                        |

**Explanation of Responses:**

1. Each restricted stock unit represents a contingent right to receive one share of 3M common stock.
2. The restricted stock units vest 100% three years from the grant date.
3. The stock option will vest and become exercisable in a series of three equal installments on each of the first, second and third anniversary of the grant date.

/s/ Patricia L. Meagher, attorney- 02/10/2026  
in Court of Probate and Family

\*\* Signature of Reporting Person

Date \_\_\_\_\_

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

\* If the form is filed by more than one reporting person, see Instruction 4 (b)(v).

\*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, see Instruction 6 for procedure.

Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB Number.