

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

SCHEDULE 14A

Proxy Statement Pursuant to Section 14(a) of the
Securities Exchange Act of 1934 (Amendment No.)

Filed by the Registrant

Filed by a Party other than the Registrant

CHECK THE APPROPRIATE BOX:

Preliminary Proxy Statement

Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))

Definitive Proxy Statement

Definitive Additional Materials

Soliciting Material under §240.14a-12



3M Company

(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

PAYMENT OF FILING FEE (CHECK ALL BOXES THAT APPLY):

No fee required

Fee paid previously with preliminary materials

Fee computed on table in exhibit required by Item 25(b) per Exchange Act Rules 14a-6(i)(1) and 0-11



3M CENTER
ST. PAUL, MN 55144-1000

Your **Vote** Counts!

3M COMPANY

2026 Annual Meeting

Vote by May 11, 2026 10:59 PM CDT. For shares held in a Plan, vote by May 10, 2026 10:59 PM CDT.



V84885-P42946-Z91862

You invested in 3M COMPANY and it's time to vote!

You have the right to vote on proposals being presented at the Annual Meeting. **This is an important notice regarding the availability of proxy materials for the shareholder meeting to be held on May 12, 2026.**

Get informed before you vote

View the Notice and Proxy Statement and Annual Report online OR you can receive a free paper or email copy of the material(s) by requesting prior to April 28, 2026. If you would like to request a copy of the material(s) for this and/or future shareholder meetings, you may (1) visit www.ProxyVote.com, (2) call 1-800-579-1639 or (3) send an email to sendmaterial@proxyvote.com. If sending an email, please include your control number (indicated below) in the subject line. Unless requested, you will not otherwise receive a paper or email copy.



For complete information and to vote, visit www.ProxyVote.com

Control #

Smartphone users

Point your camera here and vote without entering a control number



Vote Virtually at the Meeting*

May 12, 2026
8:30 a.m. CDT

Virtually at:
www.virtualshareholdermeeting.com/MMM2026

*Please check the meeting materials for any special requirements for meeting attendance.

THIS IS NOT A VOTABLE BALLOT

This is an overview of the proposals being presented at the upcoming shareholder meeting. Please follow the instructions on the reverse side to vote these important matters.

Voting Items	Board Recommends
1. To elect 10 members to the Board of Directors, each for a term of one year. Nominees:	
1a. David P. Bozeman	✓ For
1b. Thomas "Tony" K. Brown	✓ For
1c. William M. Brown	✓ For
1d. Audrey Choi	✓ For
1e. Anne H. Chow	✓ For
1f. James R. Fitterling	✓ For
1g. Suzan Kereere	✓ For
1h. Neil G. Mitchill, Jr.	✓ For
1i. Pedro J. Pizarro	✓ For
1j. Thomas W. Sweet	✓ For
2. To ratify the appointment of PricewaterhouseCoopers LLP as 3M's independent registered public accounting firm.	✓ For
3. Advisory approval of executive compensation.	✓ For

NOTE: Such other business as may properly come before the meeting or any adjournment or postponement thereof.

To leverage technology and to enable shareholder participation from any location, the 2026 Annual Meeting will be held exclusively online at the designated platform. To join the virtual-only Annual Meeting, you need to enter the 16-digit control number contained herein. At the virtual Annual Meeting, you or your proxyholder may participate, vote, type in your question, and examine a list of shareholders of record. If you wish to submit questions in advance of the online meeting, you may do so by using your 16-digit control number to access www.proxyvote.com.

Prefer to receive an email instead? While voting on www.ProxyVote.com, be sure to click "Delivery Settings".

