

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

FORM 8-K

CURRENT REPORT
PURSUANT TO SECTION 13 OR 15(D) OF THE SECURITIES EXCHANGE ACT OF 1934

Date of report (Date of earliest event reported): July 21, 2026

3M COMPANY

(Exact Name of Registrant as Specified in Its Charter)

Delaware
(State or other jurisdiction of incorporation)

File No. 1-3285
(Commission File Number)

41-0417775
(IRS Employer Identification No.)

3M Center, St. Paul, Minnesota
(Address of Principal Executive Offices)

55144-1000
(Zip Code)

(Registrant's Telephone Number, Including Area Code) (651) 733-1110

Not Applicable
(Former Name or Former Address, if Changed Since Last Report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (*see* General Instruction A.2. below):

- ☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, Par Value \$.01 Per Share	MMM	New York Stock Exchange
	MMM	NYSE Texas, Inc.
1.500% Notes due 2026	MMM26	New York Stock Exchange
1.750% Notes due 2030	MMM30	New York Stock Exchange
1.500% Notes due 2031	MMM31	New York Stock Exchange

Note: The common stock of the Registrant is also traded on the SIX Swiss Exchange.

Securities registered pursuant to section 12(g) of the Act: **None**

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (17 CFR §230.405) or Rule 12b-2 of the Securities Exchange Act of 1934 (17 CFR §240.12b-2).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the exchange Act. ☐

Item 2.02. Results of Operations and Financial Condition

On July 21, 2026, 3M Company issued a press release reporting second-quarter 2026 financial results and updating its full-year 2026 guidance (attached hereunder as Exhibit 99.1 and incorporated herein by reference).

Item 9.01. Financial Statements and Exhibits

(d) Exhibits

Exhibit Number	Description
99.1	Press Release, dated as of July 21, 2026, of 3M Company (furnished pursuant to Item 2.02 hereof).
104	Cover Page Interactive Data File (the cover page XBRL tags are embedded in the Inline XBRL document).

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

3M COMPANY

By: /s/ Kevin H. Rhodes

Kevin H. Rhodes,
Executive Vice President, Chief Legal Affairs Officer and Secretary

Dated: July 21, 2026

3M Reports Second-Quarter 2026 Results; Increases Full-Year Guidance

- **Q2 GAAP sales of \$6.5 billion, up 2.4%; operating margin of 15.1%, down 290 bps; EPS of \$1.78, up 33%, all YoY**
 - Adjusted sales of \$6.5 billion with organic growth of 5.4% YoY
 - Adjusted operating margin of 24.9%, up 40 bps YoY
 - Adjusted EPS of \$2.40, up 11% YoY
- **Q2 operating cash flow of \$1.0 billion with adjusted free cash flow of \$1.3 billion**
- **2026 adjusted EPS guidance increased from \$8.50 - \$8.70 to \$8.80 - \$8.95**

ST. PAUL, Minn. – July 21, 2026 – 3M (NYSE: MMM) today reported second-quarter results.

“We delivered a strong second quarter, exceeding expectations with mid-single-digit sales growth, robust operating margins of about 25%, and double-digit EPS growth, reflecting the progress we’re making on our strategic priorities and building a higher-performing company,” said William Brown, 3M Chairman and CEO. “As a result of our strong first-half performance and continued momentum, we are increasing our full-year guidance and remain confident in our ability to create long-term value for shareholders. I want to thank the 3M team for their disciplined execution, dedication, and relentless focus on delivering innovative solutions for our customers.”

Second-quarter highlights:

	Q2 2026	Q2 2025
GAAP EPS	\$ 1.78	\$ 1.34
Special items:		
Loss on business divestitures	0.61	—
(Increase) decrease in value of Solventum ownership	(0.60)	0.01
Net costs for significant litigation and PFAS exit	0.44	0.79
Transformation costs	0.15	—
Business acquisition-related costs	0.02	—
Manufactured PFAS products	—	0.02
Adjusted EPS	\$ 2.40	\$ 2.16
Memo:		
GAAP operating income margin	15.1 %	18.0 %
Adjusted operating income margin	24.9 %	24.5 %

- GAAP EPS of \$1.78 and operating margin of 15.1%.
- Adjusted EPS of \$2.40, up 11% year-on-year.
- Adjusted operating income margin of 24.9%, an increase of 40 basis points year-on-year.

	GAAP	Adjusted (non-GAAP)
Net sales (billions)	\$6.5	\$6.5
Sales change		
Total sales	2.4%	5.5%
Components of sales change:		
Organic sales	2.3	5.4
Acquisitions/divestitures	(0.6)	(0.7)
Translation	0.7	0.8
Adjusted sales excludes manufactured PFAS products.		

- Sales of \$6.5 billion, up 2.4% year-on-year with organic sales up 2.3% year-on-year.
- Adjusted sales of \$6.5 billion, up 5.5% year-on-year with adjusted organic sales up 5.4% year-on-year.
- 3M returned \$1.4 billion to shareholders via dividends and share repurchases.
- Cash from operations of \$1.0 billion.
- Adjusted free cash flow of \$1.3 billion.

Strategic and operational highlights

The following are recently announced highlights:

- 3M and Microsoft announced a strategic partnership to advance AI data center infrastructure and enterprise transformation. Microsoft becomes the first announced hyperscale cloud provider to deploy 3M Expanded Beam Optics (EBO) technology. Microsoft is a member of the EBO Multi-Source Agreement (MSA) which 3M helped establish to support standardization and broader industry adoption of EBO technology.
- 3M and Airbus signed a long-term agreement to deliver advanced insulation technologies for the A220, improving cabin comfort while supporting aircraft performance and efficiency.
- 3M has entered a multi-year global partnership as the Cadillac Formula 1® Team's Official Material Science Partner, leveraging advanced materials, manufacturing and testing to accelerate car development, enhance performance and streamline operations in one of the most demanding racing environments.
- 3M launched Ask 3M, an AI digital assistant powered by AWS that gives customers fast, self-service access to technical expertise, enabling more efficient evaluation of materials, product comparisons, and resolution of application challenges.
- As a part of NASA's Artemis II mission, the crew of the Orion capsule used 3M™ PELTOR™ ComTac™ VI Tactical Headsets for communication. These headsets are designed to enable communication in extreme environments and are one way 3M is supporting next-generation space exploration.

Updated full-year 2026 guidance¹

3M updated its full-year 2026 guidance given the company's performance in the first half of the year.

- Adjusted total sales growth² of >4.5 percent, reflecting adjusted organic sales growth² of >3.5 percent.
- Adjusted operating income margin expansion² of 70 bps to 80 bps.
- Adjusted EPS² in the range of \$8.80 to \$8.95.
- Adjusted operating cash flow² of \$5.8 to \$6.0 billion, contributing to >100 percent adjusted free cash flow conversion².

¹Guidance does not yet reflect the acquisition of Madison Fire & Rescue, which closed on July 1, 2026.

²As further discussed at ⁵ within the "Supplemental Financial Information Non-GAAP Measures" sections, 3M cannot, without unreasonable effort, forecast certain items required to develop meaningful comparable GAAP financial measures and, therefore, does not provide them on a forward-looking basis reflecting these items.

Conference call

3M will conduct an investor teleconference at 9 a.m. ET (8 a.m. CT) today. Investors can access this conference via the following:

- Live webcast at <https://investors.3m.com>
- Webcast replay at <https://investors.3m.com/financials/quarterly-earnings>

Forward-looking statements

Certain statements in this document, as well as other filings we make with the United States Securities and Exchange Commission ("SEC") and other written and oral information we release are considered "forward-looking statements" under the federal securities laws, including the Private Securities Litigation Reform Act of 1995, as amended ("PSLRA"). Forward-looking statements may appear throughout this document and are typically identified by the words "aim," "anticipate," "believe," "can," "continue," "could," "estimate," "evaluate," "expect," "forecast," "future," "goal," "guidance," "impact," "initial," "intend," "likely," "may," "outlook," "plan," "possible," "potential," "predict," "probable," "project," "seek," "should," "strategy," "target," "will," "would," and other words that are similar to, or have the opposite meanings, of those words.

All forward-looking statements are intended to enjoy the protection of the PSLRA's safe harbor for forward-looking statements, as well as the protections provided by other securities laws. Forward-looking statements speak only as of the date they are made and the Company assumes no obligation to update or revise any forward-looking statements. Readers are cautioned not to place undue reliance on any of these forward-looking statements.

Although the Company believes it has a reasonable basis for the forward-looking statements it makes, those statements are based on certain assumptions and expectations of future events and trends that are subject to risks and uncertainties. Changes in those assumptions, expectations, or other factors could produce materially different results. The most important risks, uncertainties, and other factors that could cause the Company's actual results to differ from the Company's forward-looking statements include: (1) worldwide economic, political, regulatory, international trade, geopolitical, tariffs, and retaliatory countermeasures, capital markets, and other external conditions, (2) foreign currency exchange rates and fluctuations in those rates, (3) liabilities and contingencies related to PFAS, including liabilities related to claims, lawsuits, and government regulatory proceedings concerning various PFAS-related products and chemistries, as well as risks related to the Company's exit of PFAS manufacturing and work to discontinue use of PFAS across its product portfolio, (4) risks related to the PWS Settlement to resolve claims by public water suppliers in the United States regarding PFAS, as well as risks related to ongoing PFAS-related settlements and claims, (5) legal proceedings, including significant developments that could occur in the legal and regulatory proceedings described in the Company's reports on Form 10-K, 10-Q, and 8-K, as well as compliance risks related to legal or regulatory requirements, government contract requirements, policies and practices, or other matters that require or encourage the Company or its customers, suppliers, vendors, or channel partners to conduct business in a certain way, (6) competitive conditions and customer preferences, (7) the timing and market acceptance of new product and service offerings, (8) the availability and cost of purchased components, compounds, raw materials and energy due to shortages, increased demand and wages, tariffs, supply chain interruptions, or natural or other disasters, (9) unanticipated problems or delays when implementing new business systems and solutions, including with the phased implementation of a global enterprise resource planning system, or security breaches and other disruptions to the Company's information or operational technology infrastructure, (10) use of artificial intelligence technologies, (11) the impact of acquisitions, strategic alliances, divestitures, and other strategic events resulting from portfolio management actions and other evolving business strategies, (12) operational execution, including the extent to which the Company can realize the benefits of planned productivity improvements, as well as the impact of organizational restructuring activities, (13) financial market risks that may affect the Company's funding obligations under defined benefit pension and postretirement plans, (14) the Company's credit ratings and its cost of funding, (15) tax-related external conditions, including changes in tax rates, laws, or regulations, (16) matters relating to the Company's Aearo Entities, Combat Arms Earplugs Settlement, and related products, and (17) matters relating to the spin-off of Solventum, the Company's former Health Care business, into an independent public company.

Those risks, uncertainties, and other factors are further described in Part I, Item 1A, "Risk Factors" of the Company's Form 10-K for the year ended December 31, 2025. For additional information concerning factors that may cause actual results to differ materially from the Company's forward-looking statements, see the Company's reports on Form 10-K, 10-Q, and 8-K filed with the SEC from time to time.

3M Company and Subsidiaries
CONSOLIDATED STATEMENT OF INCOME
(Millions, except per-share amounts)
(Unaudited)

	Three months ended June 30,		Six months ended June 30,	
	2026	2025	2026	2025
Net sales	\$ 6,500	\$ 6,344	\$ 12,530	\$ 12,298
Operating expenses				
Cost of sales	3,817	3,646	7,391	7,124
Selling, general and administrative expenses	1,061	1,267	1,805	2,212
Research, development and related expenses	302	288	610	573
Loss on business divestitures	336	3	343	3
Total operating expenses	5,516	5,204	10,149	9,912
Operating income	984	1,140	2,381	2,386
Other expense (income), net	(136)	217	383	78
Income before income taxes	1,120	923	1,998	2,308
Provision for income taxes	183	245	404	510
Income of consolidated group	937	678	1,594	1,798
Income from unconsolidated subsidiaries, net of taxes	1	47	3	49
Net income including noncontrolling interest	938	725	1,597	1,847
Less: net income attributable to noncontrolling interest	5	2	11	8
Net income attributable to 3M	\$ 933	\$ 723	\$ 1,586	\$ 1,839
Earnings per share attributable to 3M common shareholders:				
Weighted average 3M common shares outstanding — basic	519.7	537.4	524.4	540.6
Earnings per share — basic	\$ 1.79	\$ 1.35	\$ 3.02	\$ 3.40
Weighted average 3M common shares outstanding — diluted	522.4	540.6	527.6	544.2
Earnings per share — diluted	\$ 1.78	\$ 1.34	\$ 3.01	\$ 3.38

3M Company and Subsidiaries
CONDENSED CONSOLIDATED BALANCE SHEET
(Dollars in millions)
(Unaudited)

	June 30, 2026	December 31, 2025
Assets		
Current assets		
Cash and cash equivalents	\$ 2,955	\$ 5,235
Marketable securities	375	698
Accounts receivable – net	3,927	3,533
Inventories	3,770	3,661
Prepays	492	391
Assets held for sale	—	46
Other current assets	2,593	2,823
Total current assets	14,112	16,387
Property, plant and equipment – net	6,877	7,101
Goodwill and intangible assets – net	7,427	7,522
Other assets	6,508	6,723
Total assets	\$ 34,924	\$ 37,733
Liabilities and equity		
Current liabilities		
Short-term borrowings and current portion of long-term debt	\$ 1,647	\$ 1,670
Accounts payable	3,108	2,702
Accrued payroll	522	718
Liabilities held for sale	—	55
Other current liabilities	6,102	4,450
Total current liabilities	11,379	9,595
Long-term debt	10,904	10,932
Other liabilities	9,636	12,459
Total liabilities	31,919	32,986
Total equity	3,005	4,747
Shares outstanding		
June 30, 2026: 515,722,417		
December 31, 2025: 530,279,131		
Total liabilities and equity	\$ 34,924	\$ 37,733

3M Company and Subsidiaries
CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS
(Dollars in millions)
(Unaudited)

	Six months ended June 30,	
	2026	2025
Net cash provided by (used in) operating activities	\$ 1,560	\$ (1,033)
Cash flows from investing activities:		
Purchases of property, plant and equipment	(448)	(444)
Purchases and proceeds from sale or maturities of marketable securities and investments – net	328	1,711
Proceeds from (payments for) sale of businesses, net of cash sold	(326)	5
Other investing activities	23	18
Net cash provided by (used in) investing activities	(423)	1,290
Cash flows from financing activities:		
Change in debt – net	—	(151)
Purchases of treasury stock and dividends paid to shareholders	(3,806)	(3,013)
Proceeds from issuances of treasury stock pursuant to stock option and benefit plans	364	988
Other financing activities	(16)	(15)
Net cash provided by (used in) financing activities	(3,458)	(2,191)
Effect of exchange rate changes on cash and cash equivalents	(5)	46
Net increase (decrease) in cash and cash equivalents, including cash classified within assets held for sale	(2,326)	(1,888)
Less: net increase (decrease) in cash classified within assets held for sale	(46)	—
Net increase (decrease) in cash and cash equivalents	(2,280)	(1,888)
Cash and cash equivalents at beginning of year	5,235	5,600
Cash and cash equivalents at end of period	\$ 2,955	\$ 3,712

3M Company and Subsidiaries
SALES CHANGE ANALYSIS³
(Unaudited)

Three months ended June 30, 2026				
By reportable business segment	Organic sales	Divestitures	Translation	Total sales change
Safety and Industrial	8.2 %	(1.3) %	1.3 %	8.2 %
Transportation and Electronics	5.9	(0.2)	0.5	6.2
Consumer	(2.1)	—	0.3	(1.8)
Total reportable business segments	5.3	(0.7)	0.9	5.5
Total Company	2.3	(0.6)	0.7	2.4
By geographic area				
United States and Canada	— %	(0.5) %	— %	(0.5) %
Latin America	5.4	(0.3)	6.0	11.1
China	9.2	(0.5)	5.2	13.9
Other Asia	2.9	(0.2)	(4.3)	(1.6)
Europe, Middle East and Africa	2.3	(1.8)	2.7	3.2

Six months ended June 30, 2026				
By reportable business segment	Organic sales	Divestitures	Translation	Total sales change
Safety and Industrial	5.7 %	(0.7) %	2.5 %	7.5 %
Transportation and Electronics	2.9	(0.3)	1.5	4.1
Consumer	(1.7)	—	1.0	(0.7)
Total reportable business segments	3.3	(0.4)	1.8	4.7
Total Company	0.5	(0.4)	1.8	1.9
By geographic area				
United States and Canada	(1.1) %	(0.3) %	0.1 %	(1.3) %
Latin America	0.8	(0.2)	5.9	6.5
China	6.9	(0.2)	4.6	11.3
Other Asia	1.6	(0.1)	(2.3)	(0.8)
Europe, Middle East and Africa	(0.4)	(0.9)	6.2	4.9

³Total sales change is calculated based on reported sales results. The components of sales change include organic local-currency sales, acquisitions, divestitures, and translation. Organic local-currency sales include both organic volume impacts (which excludes acquisition and divestiture impacts) and selling price changes. Acquisition and divestiture impacts are measured separately for the first 12 months post-transaction.

3M Company and Subsidiaries
BUSINESS SEGMENTS
(Unaudited)

3M discloses business segment operating income as its measure of segment profit, which is reconciled to both total 3M operating income and income before taxes. This measure excludes certain expenses and income not allocated to business segments (as described below in “Corporate”).

Effective in the first and second quarters of 2026, the measure of segment operating performance and segment composition used by 3M’s chief operating decision maker (CODM) changed. As a result, 3M’s disclosed measure of segment profit and other segment-related amounts were updated to reflect these changes for all periods presented. The changes include the following items now reflected within Corporate:

- **Effective first quarter 2026—manufactured PFAS products activity and net costs for respirator mask/asbestos litigation special items:** These special items were moved into Corporate from the Transportation and Electronics segment and Safety and Industrial segment, respectively.
- **Effective second quarter 2026—business acquisition-related costs:** These costs are now reflected as a Corporate special item rather than within reportable business segment operating income. There were no such material costs in prior periods presented.

Net sales (millions)	Three months ended June 30,		Six months ended June 30,	
	2026	2025	2026	2025
Abrasives	\$ 342	\$ 338	\$ 691	\$ 655
Automotive Aftermarket	283	291	587	581
Electrical Markets	391	349	747	674
Industrial Adhesives and Tapes	642	568	1,246	1,111
Industrial Specialties Division	326	294	612	582
Personal Safety	965	882	1,877	1,732
Roofing Granules	142	135	261	267
Total Safety and Industrial business segment	3,091	2,857	6,021	5,602
Advanced Materials	162	148	309	291
Automotive and Aerospace	485	474	969	949
Commercial Branding and Transportation	737	689	1,377	1,305
Electronics	682	633	1,259	1,215
Total Transportation and Electronics business segment	2,066	1,944	3,914	3,760
Consumer Safety and Well-Being	289	280	567	554
Home and Auto Care	318	306	646	605
Home Improvement	362	374	673	700
Packaging and Expression	278	310	492	535
Total Consumer business segment	1,247	1,270	2,378	2,394
Total reportable business segments	6,404	6,071	12,313	11,756
Corporate	96	273	217	542
Total Company	\$ 6,500	\$ 6,344	\$ 12,530	\$ 12,298

3M Company and Subsidiaries
BUSINESS SEGMENTS - (CONTINUED)
(Unaudited)

Operating income (millions)	Three months ended June 30,		Six months ended June 30,	
	2026	2025	2026	2025
Safety and Industrial	\$ 859	\$ 738	\$ 1,635	\$ 1,437
Transportation and Electronics	503	479	902	869
Consumer	252	268	469	487
Total reportable business segments	1,614	1,485	3,006	2,793
Corporate				
Corporate-level (expense) income	1	22	35	72
Corporate special items:				
Net costs for significant litigation and PFAS exit	(183)	(347)	(13)	(421)
Business acquisition-related costs	(12)	—	(12)	—
(Loss) gain on business divestitures	(336)	(3)	(343)	(3)
Manufactured PFAS products	—	(17)	(126)	(55)
Transformation costs	(100)	—	(166)	—
Total Corporate	(630)	(345)	(625)	(407)
Total Company operating income	984	1,140	2,381	2,386
Other expense/(income), net	(136)	217	383	78
Income before income taxes	\$ 1,120	\$ 923	\$ 1,998	\$ 2,308

Corporate

Outside of 3M's reportable segments, 3M has Corporate, which is not a reportable business segment as it does not meet the segment reporting criteria. Because Corporate includes a variety of miscellaneous items, it is subject to fluctuation on a quarterly and annual basis.

Corporate operating income (loss) includes:

- Corporate-level (expense) income includes:
 - certain enterprise and governance activities resulting in unallocated corporate costs and other activity or costs that 3M may choose not to allocate directly to its business segments,
 - commercial activity with Solventum following its April 2024 spin-off from 3M, as well as certain operations of 3M's former health care business segment that were retained by 3M, and
 - transition arrangement agreements (e.g., fees charged by 3M, net of underlying costs) related to divested businesses, including those related to Solventum.
- Corporate special items include, for the periods presented:
 - net costs for significant litigation and PFAS exit impacting operating income (loss),
 - business acquisition-related costs,
 - manufactured PFAS products activity,
 - (loss) gain on business divestitures, and
 - transformation program restructuring and related charges.

3M Company and Subsidiaries
SUPPLEMENTAL FINANCIAL INFORMATION
NON-GAAP MEASURES
(Unaudited)

In addition to reporting financial results in accordance with U.S. GAAP, 3M also provides certain non-GAAP measures. These measures are not in accordance with, nor are they a substitute for GAAP measures, and may not be comparable to similarly titled measures used by other companies.

Certain measures adjust for the impact of special items. Special items for the periods presented include the items described in the section entitled "Description of special items". Because 3M provides certain information with respect to business segments, it is noteworthy that special items impacting operating income (loss) are reflected in Corporate.

This document contains measures for which 3M provides the reported GAAP measure and a non-GAAP measure adjusted for special items. The document also contains additional measures which are not defined under U.S. GAAP. These measures and reasons 3M believes they are useful to investors (and, as applicable, used by 3M) include:

GAAP amounts for which a measure adjusted for special items is also provided:

- Net sales (and sales change)
- Operating income (loss) and operating income (loss) margin (and expansion)
- Income before taxes
- Provision for income taxes and effective tax rate
- Net income
- EPS

Reasons 3M believes the measure is useful:

Considered in evaluating and managing operations; useful in understanding underlying business performance, provides additional transparency to special items

Additional non-GAAP measures:

- Adjusted net cash provided by (used in) operating activities; adjusted purchases of property, plant and equipment (also referred to as adjusted capital expenditures); adjusted free cash flow and adjusted free cash flow conversion

Used as indicators of strength and ability to generate cash and as indicator of capital deployment; meaningful as measures of performance

The following provides additional information and applicable GAAP amounts reconciled to non-GAAP measures.

3M Company and Subsidiaries
SUPPLEMENTAL FINANCIAL INFORMATION
NON-GAAP MEASURES – (CONTINUED)
(Unaudited)

Certain amounts adjusted for special items (non-GAAP measures):

Three months ended June 30, 2025									
(Dollars in millions, except per share amounts)	Net sales	Operating income	Operating income margin	Income before taxes	Provision for income taxes	Effective tax rate	Net income attributable to 3M	EPS	
Total Company GAAP amounts	\$ 6,344	\$ 1,140	18.0 %	\$ 923	\$ 245	26.6 %	\$ 723	\$ 1.34	
Corporate GAAP amounts	\$ 273	\$ (345)							
Adjustments for special items:									
Net costs for significant litigation and PFAS exit	—	347		471	46		425	0.79	
Loss on business divestitures	—	3		3	1		2	—	
Manufactured PFAS products	(186)	17		17	4		13	0.02	
Solvantum ownership - change in value	—	—		7	—		7	0.01	
Total special items	(186)	367		498	51		447	0.82	
Total Company adjusted amounts (non-GAAP measures) ⁴	\$ 6,158	\$ 1,507	24.5 %	\$ 1,421	\$ 296	20.8 %	\$ 1,170	\$ 2.16	
Corporate adjusted amounts (non-GAAP measures) ⁴	\$ 87	\$ 22							

Three months ended June 30, 2026									
(Dollars in millions, except per share amounts)	Operating income	Operating income margin	Operating income margin expansion	Income before taxes	Provision for income taxes	Effective tax rate	Net income attributable to 3M	EPS	EPS percent change
Total Company GAAP amounts	\$ 984	15.1 %	(290) bps	\$ 1,120	\$ 183	16.3 %	\$ 933	\$ 1.78	33 %
Corporate GAAP amounts	\$ (630)								
Adjustments for special items:									
Net costs for significant litigation and PFAS exit	183			296	64		232	0.44	
Business acquisition-related costs	12			12	—		12	0.02	
Loss on business divestitures	336			336	20		316	0.61	
Solvantum ownership - change in value	—			(303)	11		(314)	(0.60)	
Transformation costs	100			100	24		76	0.15	
Total special items	631			441	119		322	0.62	
Total Company adjusted amounts (non-GAAP measures) ⁴	\$ 1,615	24.9 %	40 bps	\$ 1,561	\$ 302	19.3 %	\$ 1,255	\$ 2.40	11 %
Corporate adjusted amounts (non-GAAP measures) ⁴	\$ 1								

⁴These items represent amounts adjusted for special items. See lead-in to non-GAAP measures discussion.

3M Company and Subsidiaries
SUPPLEMENTAL FINANCIAL INFORMATION
NON-GAAP MEASURES – (CONTINUED)
(Unaudited)

	Six months ended June 30, 2025							
(Dollars in millions, except per share amounts)	Net sales	Operating income	Operating income margin	Income before taxes	Provision for income taxes	Effective tax rate	Net income attributable to 3M	EPS
Total Company GAAP amounts	\$ 12,298	\$ 2,386	19.4 %	\$ 2,308	\$ 510	22.1 %	\$ 1,839	\$ 3.38
Corporate GAAP amounts	\$ 542	\$ (407)						
Adjustments for special items:								
Net costs for significant litigation and PFAS exit	—	421		695	44		651	1.20
Loss on business divestitures	—	3		3	1		2	—
Manufactured PFAS products	(360)	55		55	13		42	0.08
Solvantum ownership - change in value	—	—		(336)	—		(336)	(0.62)
Total special items	(360)	479		417	58		359	0.66
Total Company adjusted amounts (non-GAAP measures) ⁴	\$ 11,938	\$ 2,865	24.0 %	\$ 2,725	\$ 568	20.9 %	\$ 2,198	\$ 4.04
Corporate adjusted amounts (non-GAAP measures) ⁴	\$ 182	\$ 72						

	Six months ended June 30, 2026										
(Dollars in millions, except per share amounts)	Net sales	Sales change	Operating income	Operating income margin	Operating income margin expansion	Income before taxes	Provision for income taxes	Effective tax rate	Net income attributable to 3M	EPS	EPS percent change
Total Company GAAP amounts	\$ 12,530	1.9 %	\$ 2,381	19.0 %	(40) bps	\$ 1,998	\$ 404	20.2 %	\$ 1,586	\$ 3.01	(11) %
Corporate GAAP amounts	\$ 217		\$ (625)								
Adjustments for special items:											
Net costs for significant litigation and PFAS exit	—		13			251	39		212	0.40	
Business acquisition-related costs	—		12			12	—		12	0.02	
Loss on business divestitures	—		343			343	21		322	0.61	
Manufactured PFAS products	(27)		126			126	31		95	0.18	
Solvantum ownership - change in value	—		—			53	11		42	0.08	
Transformation costs	—		166			166	40		126	0.24	
Total special items	(27)		660			951	142		809	1.53	
Total Company adjusted amounts (non-GAAP measures) ⁴	\$ 12,503	4.7 %	\$ 3,041	24.3 %	30 bps	\$ 2,949	\$ 546	18.5 %	\$ 2,395	\$ 4.54	12 %
Corporate adjusted amounts (non-GAAP measures) ⁴	\$ 190		\$ 35								

3M Company and Subsidiaries
SUPPLEMENTAL FINANCIAL INFORMATION
NON-GAAP MEASURES – (CONTINUED)
(Unaudited)

(Dollars in millions, except per share amounts)	Amounts from continuing operations			Twelve months ended June 30, 2026		
	Twelve months ended December 31, 2023					
	Net sales	Operating income (loss)	Operating income (loss) margin	Net sales	Operating income	Operating income margin
Total Company GAAP amounts	\$ 24,610	\$ (10,689)	(43.4)%	\$ 25,180	\$ 4,624	18.4 %
Adjustments for special items:						
Net costs for significant litigation and PFAS exit	—	14,869		—	133	
(Gain)/loss on business divestitures	—	(36)		—	502	
Business acquisition-related costs	—	—		—	12	
Divestiture costs	—	13		—	—	
Manufactured PFAS products	(1,289)	205		(336)	363	
Russia exit benefits	—	(18)		—	—	
Transformation costs	—	—		—	235	
Total special items	(1,289)	15,033		(336)	1,245	
Total Company adjusted amounts (non-GAAP measures) ⁴	\$ 23,321	\$ 4,344	18.6 %	\$ 24,844	\$ 5,869	23.6 %

	2026 forecast
2026 adjusted operating income margin expansion (non-GAAP measure) ^{4,5}	70 bps to 80 bps
2026 adjusted earnings per share (non-GAAP measure) ^{4,5}	\$8.80 to \$8.95
2026 adjusted effective tax rate (non-GAAP measure) ^{4,5}	~20%

⁵3M provides these forward-looking non-GAAP measures, but cannot, without unreasonable effort, forecast certain items to present or provide a reconciliation to corresponding forecasted GAAP measures. These include special items such as net costs for significant litigation and PFAS exit; business acquisition-related costs; projected divestiture gains (losses); changes in value of Solventum ownership; transformation costs; and net sales and estimates of income and associated activity of exited manufactured PFAS products all of which are subject to limitations in predictability of timing, ultimate outcome and numerous conditions outside of 3M's control. 3M believes these limitations would result in a range of projected values so broad as to not be meaningful to investors. For these reasons, 3M believes that the probable significance of such information is low. Additionally, for similar reasons, 3M does not include the impact of potentially-divested or acquired businesses on expected operations in forecasted guidance it provides until close of a transaction, unless otherwise indicated. Information with respect to special items for certain historical periods is included in the section entitled "Description of special items".

3M Company and Subsidiaries
SUPPLEMENTAL FINANCIAL INFORMATION
NON-GAAP MEASURES – (CONTINUED)
(Unaudited)

Sales change ^a	Three months ended June 30, 2026			
	Organic sales	Divestitures	Translation	Total sales change
Total Company	2.3 %	(0.6)%	0.7 %	2.4 %
Remove manufactured PFAS products special item impact	3.1	(0.1)	0.1	3.1
Adjusted total Company (non-GAAP measures) ^d	5.4 %	(0.7)%	0.8 %	5.5 %
By geographic area				
United States and Canada	— %	(0.5)%	— %	(0.5)%
Remove manufactured PFAS products special item impact	2.4	—	—	2.4
Adjusted United States and Canada (non-GAAP measures) ^d	2.4 %	(0.5)%	— %	1.9 %
Latin America	5.4 %	(0.3)%	6.0 %	11.1 %
Remove manufactured PFAS products special item impact	0.5	—	—	0.5
Adjusted Latin America (non-GAAP measures) ^d	5.9 %	(0.3)%	6.0 %	11.6 %
China	9.2 %	(0.5)%	5.2 %	13.9 %
Remove manufactured PFAS products special item impact	2.5	—	—	2.5
Adjusted China (non-GAAP measures) ^d	11.7 %	(0.5)%	5.2 %	16.4 %
Other Asia	2.9 %	(0.2)%	(4.3)%	(1.6)%
Remove manufactured PFAS products special item impact	6.2	—	(0.3)	5.9
Adjusted Other Asia (non-GAAP measures) ^d	9.1 %	(0.2)%	(4.6)%	4.3 %
Europe, Middle East & Africa	2.3 %	(1.8)%	2.7 %	3.2 %
Remove manufactured PFAS products special item impact	3.6	(0.1)	0.1	3.6
Adjusted Europe, Middle East & Africa (non-GAAP measures) ^d	5.9 %	(1.9)%	2.8 %	6.8 %
By particular country				
United States	(0.1)%	(0.4)%	— %	(0.5)%
Remove manufactured PFAS products special item impact	2.6	—	—	2.6
Adjusted United States (non-GAAP measures) ^d	2.5 %	(0.4)%	— %	2.1 %

3M Company and Subsidiaries
SUPPLEMENTAL FINANCIAL INFORMATION
NON-GAAP MEASURES – (CONTINUED)
(Unaudited)

Sales change ³	Six months ended June 30, 2026			
	Organic sales	Divestitures	Translation	Total sales change
Total Company	0.5 %	(0.4)%	1.8 %	1.9 %
Remove manufactured PFAS products special item impact	2.8	—	—	2.8
Adjusted total Company (non-GAAP measures) ⁴	3.3 %	(0.4)%	1.8 %	4.7 %
By geographic area				
United States and Canada	(1.1)%	(0.3)%	0.1 %	(1.3)%
Remove manufactured PFAS products special item impact	2.7	—	—	2.7
Adjusted United States and Canada (non-GAAP measures) ⁴	1.6 %	(0.3)%	0.1 %	1.4 %
Latin America	0.8 %	(0.2)%	5.9 %	6.5 %
Remove manufactured PFAS products special item impact	0.5	—	—	0.5
Adjusted Latin America (non-GAAP measures) ⁴	1.3 %	(0.2)%	5.9 %	7.0 %
China	6.9 %	(0.2)%	4.6 %	11.3 %
Remove manufactured PFAS products special item impact	1.0	(0.1)	0.2	1.1
Adjusted China (non-GAAP measures) ⁴	7.9 %	(0.3)%	4.8 %	12.4 %
Other Asia	1.6 %	(0.1)%	(2.3)%	(0.8)%
Remove manufactured PFAS products special item impact	5.2	—	(0.2)	5.0
Adjusted Other Asia (non-GAAP measures) ⁴	6.8 %	(0.1)%	(2.5)%	4.2 %
Europe, Middle East & Africa	(0.4)%	(0.9)%	6.2 %	4.9 %
Remove manufactured PFAS products special item impact	3.0	(0.1)	0.3	3.2
Adjusted Europe, Middle East & Africa (non-GAAP measures) ⁴	2.6 %	(1.0)%	6.5 %	8.1 %
By particular country				
United States	(1.6)%	(0.3)%	— %	(1.9)%
Remove manufactured PFAS products special item impact	2.9	—	—	2.9
Adjusted United States (non-GAAP measures) ⁴	1.3 %	(0.3)%	— %	1.0 %

3M Company and Subsidiaries
SUPPLEMENTAL FINANCIAL INFORMATION
NON-GAAP MEASURES – (CONTINUED)
(Unaudited)

Sales change ³	Twelve months ended December 31, 2023				
	Organic sales	Acquisitions	Divestitures	Translation	Total sales change
Total Company	(4.3)%	0.3 %	(1.2)%	(0.7)%	(5.9)%
Remove manufactured PFAS products special item impact	(0.1)	—	(0.1)	0.1	(0.1)
Adjusted total Company (non-GAAP measures) ⁴	(4.4)%	0.3 %	(1.3)%	(0.6)%	(6.0)%

Sales change ³	Twelve months ended June 30, 2024				
	Organic sales	Acquisitions	Divestitures	Translation	Total sales change
Total Company	(2.1)%	0.4 %	(0.1)%	(0.2)%	(2.0)%
Remove manufactured PFAS products special item impact	0.9	—	—	—	0.9
Adjusted total Company (non-GAAP measures) ⁴	(1.2)%	0.4 %	(0.1)%	(0.2)%	(1.1)%

Sales change ³	Twelve months ended December 31, 2024				
	Organic sales	Acquisitions	Divestitures	Translation	Total sales change
Total Company	(0.2)%	0.2 %	0.6 %	(0.7)%	(0.1)%
Remove manufactured PFAS products special item impact	1.4	—	0.1	(0.1)	1.4
Adjusted total Company (non-GAAP measures) ⁴	1.2 %	0.2 %	0.7 %	(0.8)%	1.3 %

Sales change ³	Twelve months ended June 30, 2025				
	Organic sales	Acquisitions	Divestitures	Translation	Total sales change
Total Company	0.1 %	— %	0.7 %	(0.6)%	0.2 %
Remove manufactured PFAS products special item impact	1.4	—	—	0.1	1.5
Adjusted total Company (non-GAAP measures) ⁴	1.5 %	— %	0.7 %	(0.5)%	1.7 %

Sales change ³	Twelve months ended December 31, 2025				
	Organic sales	Acquisitions	Divestitures	Translation	Total sales change
Total Company	0.9 %	— %	0.2 %	0.4 %	1.5 %
Remove manufactured PFAS products special item impact	1.2	—	—	—	1.2
Adjusted total Company (non-GAAP measures) ⁴	2.1 %	— %	0.2 %	0.4 %	2.7 %

Sales change ³	Twelve months ended June 30, 2026				
	Organic sales	Acquisitions	Divestitures	Translation	Total sales change
Total Company	1.1 %	— %	(0.2)%	1.4 %	2.3 %
Remove manufactured PFAS products special item impact	1.9	—	—	0.1	2.0
Adjusted total Company (non-GAAP measures) ⁴	3.0 %	— %	(0.2)%	1.5 %	4.3 %

3M Company and Subsidiaries
SUPPLEMENTAL FINANCIAL INFORMATION
NON-GAAP MEASURES – (CONTINUED)
(Unaudited)

Sales change ³	2026 forecast				
	Organic sales	Acquisitions	Divestitures	Translation	Total sales change
Total Company ⁵	>3.5%	— %	— %	~1%	>4.5%

Adjusted net cash provided by (used in) operating activities; adjusted purchases of property, plant and equipment (also referred to as adjusted capital expenditures); adjusted free cash flow and adjusted free cash flow conversion (non-GAAP measures):

Major GAAP cash flow categories (dollars in millions)	Three months ended June 30,		Six months ended June 30,	
	2026	2025	2026	2025
Net cash provided by (used in) operating activities	\$ 986	\$ (954)	\$ 1,560	\$ (1,033)
Net cash provided by (used in) investing activities	(483)	70	(423)	1,290
Net cash provided by (used in) financing activities	(1,334)	(1,769)	(3,458)	(2,191)

Adjusted free cash flow (non-GAAP measure) (dollars in millions)	Three months ended June 30,		Six months ended June 30,	
	2026	2025	2026	2025
Net cash provided by (used in) operating activities	\$ 986	\$ (954)	\$ 1,560	\$ (1,033)
Adjustments for special items:				
Net costs/(recoveries) for significant litigation and PFAS exit after-tax payment impacts	574	2,216	683	3,003
Divestiture costs after-tax payment impacts	—	43	—	59
TCJA transition tax payment	—	211	—	211
Transformation actions after-tax payment impacts	11	—	43	—
Manufactured PFAS products after-tax payment impacts	—	(25)	51	(32)
Total adjustments for special items	585	2,445	777	3,241
Adjusted net cash provided by (used in) operating activities (non-GAAP measure) ⁶	\$ 1,571	\$ 1,491	\$ 2,337	\$ 2,208
Purchases of property, plant and equipment (PPE)	(223)	(208)	(448)	(444)
Manufactured PFAS products impact - removing related purchases of PPE	—	1	—	9
Adjusted purchases of PPE (non-GAAP measure) ⁶	\$ (223)	\$ (207)	\$ (448)	\$ (435)
Adjusted free cash flow (non-GAAP measure) ⁶	\$ 1,348	\$ 1,284	\$ 1,889	\$ 1,773
Adjusted net income attributable to 3M ⁴	\$ 1,255	\$ 1,170	\$ 2,395	\$ 2,198
Adjusted free cash flow conversion (non-GAAP measure) ⁶	107 %	110 %	79 %	81 %

⁶3M defines adjusted net cash provided by (used in) operating activities as net cash provided by operating activities, adjusted for special items. 3M defines adjusted purchases of property, plant and equipment (also referred to as adjusted capital expenditures) as purchases of property, plant and equipment (PPE) adjusted for the estimated impact of such purchases associated with manufactured PFAS products activity. 3M defines adjusted free cash flow as adjusted net cash provided by (used in) operating activities less adjusted purchases of PPE. Cash payments/receipts associated with special items in the determination of adjusted net cash provided by (used in) operating activities are reflected net of applicable tax. The cash tax impact is determined by the amount, timing, and applicable tax rates for the actual cash tax payments, which may differ from the timing of the related pre-tax cash payments or underlying transactions. 3M defines adjusted free cash flow conversion as adjusted free cash flow divided by net income attributable to 3M, adjusted for special items (used for adjusted free cash flow conversion calculation).

3M Company and Subsidiaries
SUPPLEMENTAL FINANCIAL INFORMATION
NON-GAAP MEASURES – (CONTINUED)
(Unaudited)

(Dollars in billions)	2026 forecast
Net cash provided by (used in) operating activities	\$5.8 to \$6.0
Adjustments for special items ⁵	—
Adjusted net cash provided by (used in) operating activities (non-GAAP measure) ^{5,6}	\$5.8 to \$6.0
Purchase of property, plant and equipment (PPE)	~\$1.1
Adjusted free cash flow (non-GAAP measure) ^{5,6}	\$4.7 to \$4.9
Net income attributable to 3M	\$4.6 to \$4.7
Adjustments for special items ⁵	—
Adjusted net income attributable to 3M (non-GAAP measure) ^{4,5}	\$4.6 to \$4.7
Adjusted free cash flow conversion (non-GAAP measure) ^{5,6}	>100%

3M Company and Subsidiaries
SUPPLEMENTAL FINANCIAL INFORMATION
NON-GAAP MEASURES – (CONTINUED)
(Unaudited)

Description of special items:

In addition to reporting financial results in accordance with U.S. GAAP, the Company also provides various non-GAAP measures that incorporate adjustments for the impacts of special items. Special items incorporated in the preparation of these non-GAAP measures for the periods presented include the items described below:

Net costs for significant litigation and PFAS exit:

- Net costs for significant litigation relate to 3M's respirator mask/asbestos (which include Aearo and non-Aearo items), PFAS-related other environmental, and Combat Arms Earplugs matters. Net costs include the impacts of changes in accrued liabilities (including interest imputation on applicable settlement obligations), legal costs, and insurance recoveries, along with the associated tax impacts. Associated tax impacts of significant litigation include impacts on Foreign-Derived Deduction Eligible Income ("FDDEI"), Net Controlled Foreign Corporation Tested Income ("NCTI"), foreign tax credits, and tax costs of repatriation. PFAS exit costs include amounts outside of significant litigation related to impacted site disposition and treatment post-first quarter 2026 completion of substantive PFAS product sales. 3M does not consider the elements of the net costs associated with these matters to be normal, operating expenses related to the Company's ongoing operations, revenue generating activities, business strategy, industry, and regulatory environment. In the second quarter of 2026 and 2025, 3M reflected net pre-tax cash (receipts)/payments of \$858 million and \$2,509 million, respectively, related to net costs for significant litigation and PFAS exit. In the first six months of 2026 and 2025, 3M reflected net pre-tax cash (receipts)/payments of \$960 million and \$3,315 million, respectively, related to net costs for significant litigation and PFAS exit.

Business acquisition-related costs:

- These include transaction and integration costs as applicable in the respective periods.

Gain/loss on business divestitures:

- In the third quarter of 2025, 3M classified a business as held for sale. In the first half of 2026, 3M reflected an adjustment to carrying it at its selling price less cost to sell. In the second quarter of 2026, 3M recorded a loss on the divestiture of its Dyneon GmbH subsidiary. In June 2025, 3M completed a divestiture for immaterial proceeds slightly below the business' book value. In 2023, 3M recorded a gain related to the sale of its dental local anesthetic business partially offset by a loss associated with a contingent indemnification obligation from an earlier divestiture.

Divestiture costs:

- These include limited costs that were not eligible to be included within discontinued operations related to separating and divesting substantially an entire business segment of 3M following public announcement of its intended divestiture.

Russia exit benefits

- In 2023, 3M recorded a gain on final disposal of net assets in Russia.

Manufactured PFAS products:

- These amounts relate to sales and income (loss) and associated activity regarding manufactured PFAS products that 3M exited by the end of 2025. Income does not contemplate impacts on non-operating items such as net interest income/expense and the non-service cost components portion of defined benefit plan net periodic benefit costs. Relative to the impact of the activity of manufactured PFAS products on cash provided by (used in) operating activities, amounts are based on estimates of associated income, depreciation, certain changes in working capital and accruals, and timing of associated payments.

Enactment/measurement period adjustments related to the Tax Cuts and Jobs Act (TCJA):

- In the second quarter of 2025, 3M made payments of \$211 million related to the transition tax expense incurred as a result of the 2017 enactment of the TCJA.

Solventum ownership - change in value:

- This amount relates to the change in value of 3M's retained ownership interest in Solventum common stock reflected in other expense (income), net.

Transformation costs:

- These represent net costs associated with 3M's transformation program, intended as a structural redesign of longer-term manufacturing, distribution, and business process services and locations. Accordingly, 3M does not consider the nature or effect of this program to be normal, operating expenses related to the Company's ongoing operations, revenue generating activities, and day-to-day business strategy. Net costs include restructuring and other related items such as site closure, sale, moving and set-up, accelerated depreciation, and program management. In the second quarter and first six months of 2026, 3M made pre-tax cash payments of \$41 million and \$73 million, respectively, associated with transformation costs.

About 3M

3M (NYSE: MMM) is focused on transforming industries around the world by applying science and creating innovative, customer-focused solutions. Our multi-disciplinary team is working to solve tough customer problems by leveraging diverse technology platforms, differentiated capabilities, global footprint, and operational excellence. Discover how 3M is shaping the future at [3M.com/news](https://www.3m.com/news).

Please note that the company announces material financial, business and operational information using the 3M investor relations website, SEC filings, press releases, public conference calls and webcasts. The company also uses the 3M News Center and social media to communicate with our customers and the public about the company, products and services and other matters. It is possible that the information 3M posts on the News Center and social media could be deemed to be material information. Therefore, the company encourages investors, the media and others interested in 3M to review the information posted on 3M's News Center and the social media channels such as @3M or @3MNews.

Contacts

3M

Investor Contact:

Diane Farrow, 612-202-2449

Media Contact:

3MNews@mmm.com