

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

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 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>George Bobby K</u>                     |           |              | <u>3M CO [ MMM ]</u>                                     |  | (Check all applicable)                                      |  |
| (Last)                                    | (First)   | (Middle)     | 3. Date of Earliest Transaction (Month/Day/Year)         |  | Director 10% Owner                                          |  |
| <u>3M CENTER</u>                          |           |              | <u>09/01/2026</u>                                        |  | X Officer (give title below) Other (specify below)          |  |
| (Street)                                  |           |              | 4. If Amendment, Date of Original Filed (Month/Day/Year) |  | EVP, Chief Info & Digital Off                               |  |
| <u>ST. PAUL</u>                           | <u>MN</u> | <u>55144</u> |                                                          |  | 6. Individual or Joint/Group Filing (Check Applicable Line) |  |
| (City)                                    | (State)   | (Zip)        |                                                          |  | X Form filed by One Reporting Person                        |  |
|                                           |           |              |                                                          |  | Form filed by More than One Reporting Person                |  |

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

| 1. Title of Security (Instr. 3) | 2. Transaction Date (Month/Day/Year) | 2A. Deemed Execution Date, if any (Month/Day/Year) | 3. Transaction Code (Instr. 8) |   | 4. Securities Acquired (A) or Disposed Of (D) (Instr. 3, 4 and 5) |            |       | 5. Amount of Securities Beneficially Owned Following Reported Transaction(s) (Instr. 3 and 4) | 6. Ownership Form: Direct (D) or Indirect (I) (Instr. 4) | 7. Nature of Indirect Beneficial Ownership (Instr. 4) |
|---------------------------------|--------------------------------------|----------------------------------------------------|--------------------------------|---|-------------------------------------------------------------------|------------|-------|-----------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------|
|                                 |                                      |                                                    | Code                           | V | Amount                                                            | (A) or (D) | Price |                                                                                               |                                                          |                                                       |

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)                                                    | 09/01/2026                           |                                                    | A                              |   | 15,860                                                                                 |     | (2)                                                      | (2)             | Common Stock                                                                      | 15,860                     | (1)                                        | 15,860                                                                                             | 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 in three equal installments beginning on the first anniversary of the grant date.

/s/ Patricia L. Meagher, attorney-in-fact for Bobby K. George09/03/2026

\*\* Signature of Reporting PersonDate

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.