

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

1. Name and Address of Reporting Person* <u>Kshirsagar Tushar A.</u> (Last) (First) (Middle) <u>3M CENTER</u> <u>BLDG. 220-9E-02</u> (Street) <u>ST. PAUL</u> <u>MN</u> <u>55144</u> (City) (State) (Zip)	2. Date of Event Requiring Statement (Month/Day/Year) <u>10/01/2026</u>	3. Issuer Name and Ticker or Trading Symbol <u>3M CO [MMM]</u>	
		4. Relationship of Reporting Person(s) to Issuer (Check all applicable) Director 10% Owner ☒ Officer (give title below) Other (specify below) <u>EVP Chief Tech Officer</u>	5. If Amendment, Date of Original Filed (Month/Day/Year)
		6. Individual or Joint/Group Filing (Check Applicable Line) ☒ Form filed by One Reporting Person Form filed by More than One Reporting Person	

Table I - Non-Derivative Securities Beneficially Owned

1. Title of Security (Instr. 4)	2. Amount of Securities Beneficially Owned (Instr. 4)	3. Ownership Form: Direct (D) or Indirect (I) (Instr. 5)	4. Nature of Indirect Beneficial Ownership (Instr. 5)
Common Stock	4,775.066 ⁽¹⁾	D	
Common Stock	658	I	By 401(k) Trust
Common Stock	1,902.254	I	By Spouse
Common Stock	317	I	By Spouse 401(k) Trust

Table II - Derivative Securities Beneficially Owned
(e.g., puts, calls, warrants, options, convertible securities)

1. Title of Derivative Security (Instr. 4)	2. Date Exercisable and Expiration Date (Month/Day/Year)		3. Title and Amount of Securities Underlying Derivative Security (Instr. 4)		4. Conversion or Exercise Price of Derivative Security	5. Ownership Form: Direct (D) or Indirect (I) (Instr. 5)	6. Nature of Indirect Beneficial Ownership (Instr. 5)
	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			
Non-qualified Stock Option (Right to Buy)	02/06/2019 ⁽²⁾	02/04/2028	Common Stock	714	205.62	D	
Non-qualified Stock Option (Right to Buy)	02/05/2020 ⁽²⁾	02/02/2029	Common Stock	1,746	177.01	D	
Non-qualified Stock Option (Right to Buy)	02/04/2021 ⁽²⁾	02/01/2030	Common Stock	1,421	138.39	D	
Non-qualified Stock Option (Right to Buy)	02/02/2022 ⁽²⁾	01/31/2031	Common Stock	2,162	154.04	D	
Non-qualified Stock Option (Right to Buy)	02/08/2023 ⁽²⁾	02/06/2032	Common Stock	3,869	142.94	D	
Non-qualified Stock Option (Right to Buy)	02/07/2024 ⁽²⁾	02/04/2033	Common Stock	13,959	102.89	D	
Restricted Stock Units	(3)	(3)	Common Stock	1,991	(4)	D	
Non-qualified Stock Option (Right to Buy)	02/12/2026 ⁽²⁾	02/09/2035	Common Stock	3,342	148.87	D	
Non-qualified Stock Option (Right to Buy)	02/06/2027 ⁽²⁾	02/05/2036	Common Stock	2,769	172.65	D	
Restricted Stock Units	(5)	(5)	Common Stock	5,775	(4)	D	
Restricted Stock Units	(5)	(5)	Common Stock	1,435	(4)	D	
Restricted Stock Units	(5)	(5)	Common Stock	1,279	(4)	D	
Restricted Stock Units	(5)	(5)	Common Stock	3,313	(4)	D	

Explanation of Responses:

1. Includes shares acquired under 3M's General Employee Stock Purchase Plan.
2. 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.
3. The restricted stock units vest in three equal annual installments beginning May 3, 2025.
4. Each restricted stock unit represents a contingent right to receive one share of 3M common stock.
5. The restricted stock units vest 100% three years from the grant date.

/s/ Patricia L. Meagher, attorney-in-fact for Tushar A. Kshirsagar

10/09/2026

** 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 5 (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.

Know all by these presents, that the undersigned hereby constitutes and appoints each of Patricia L. Meagher, David A. Calder, Laura L. Dale, Sarah Gernes, Andrew Neuharth, Thomas L. Osteraas, and Kevin H. Rhodes, each acting individually, as the undersigned's true and lawful attorney-in-fact, with full power and authority as hereinafter described on behalf of and in the name, place and stead of the undersigned to:

(2) prepare, execute, acknowledge, deliver and file Forms 3, 4, and 5 (including any amendments thereto) with respect to the securities of 3M Company, a Delaware corporation the "Company"), with the SEC, any national securities exchanges and the Company, as considered necessary or advisable under Section 16(a) of the Exchange Act;

(4) perform any and all other acts which in the discretion of such attorney-in-fact are necessary or desirable for and on behalf of the undersigned in connection with the foregoing.

(b) any documents prepared and/or executed by either such attorney-in-fact on behalf of the undersigned pursuant to this Limited Power of Attorney will be in such form and will contain such information and disclosure as such attorney-in-fact, in his or her discretion, deems necessary or desirable;

(d) this Limited Power of Attorney does not relieve the undersigned from responsibility for compliance with the undersigned's obligations under the Exchange Act, including without limitation the reporting requirements under Section 16 of the Exchange Act.

This Limited Power of Attorney shall remain in full force and effect until the undersigned is no longer required to file Forms 3, 4, and 5 with respect to the undersigned's holdings of and transactions in securities issued by the Company, unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

State of Minnesota)
) ss.
County of Ramsey)

Subscribed and sworn to before me
this 15th day of September, 2026.

Laura Lee Dale
Notary Public
Commission Expires: January 31, 2031