

3M COMPANY
2026 ANNUAL MEETING OF SHAREHOLDERS
May 12, 2026

Rules of Conduct and Procedures

VIRTUAL SHAREHOLDER MEETING

Welcome to the 2026 Annual Meeting of Shareholders of 3M Company (“Annual Meeting”). To ensure a fair and orderly meeting, participants are required to honor the following Rules of Conduct and Procedures:

1. The business of the Annual Meeting will be taken up as set forth in the Agenda. When an item on the Agenda is before the meeting for consideration, discussion should be confined to that item.
2. The only business matters to be conducted at the Annual Meeting are the matters set forth in the Notice of 2026 Annual Meeting of Shareholders and Proxy Statement dated March 25, 2026.
3. Only shareholders of record as of the close of business on March 17, 2026, the record date, or their duly authorized proxies, are entitled to submit questions and vote at the Annual Meeting. Shareholders may vote until the polls close.
4. During the presentation of a shareholder proposal, if any, each presenter will have three minutes to present the proposal. The presenter should restrict their comments to the shareholder proposal being presented. Abiding by this time allocation will avoid the need for the meeting operator to intervene. A shareholder should not address the meeting until recognized by the Chairman or Secretary.
5. The deadline for shareholder nominations of candidates for election to the Board as set forth in the Company’s Bylaws has passed and, as a result, any such nominations will not be presented for consideration at the Annual Meeting.
6. We welcome questions from shareholders. Conducting the business set out in the Agenda for the benefit of all shareholders will be paramount. The Company does not intend to address any questions that are, among other things:
 - not pertinent to the business of the Company or to the business of the Annual Meeting;
 - related to material non-public information of the Company;
 - repetitious statements already made by another shareholder;
 - related to pending or threatened litigation;
 - derogatory references to individuals or that are otherwise disrespectful;
 - related to personnel matters or personal grievances;
 - in furtherance of the shareholder’s personal or business interests; or
 - out of order or not otherwise suitable for the conduct of the Annual Meeting as determined by the Chairman or Secretary in their reasonable judgment.

Additionally, the Chairman will stop discussions relating to proposals that were not previously submitted properly under SEC Rule 14a-8 or in accordance with the Company’s advance notice Bylaw provisions.

7. Questions may be submitted in advance of the Annual Meeting at www.proxyvote.com after logging in with the 16-digit control number. Questions may also be submitted shortly before and during the Annual Meeting in the Question text box on the virtual shareholder meeting website at www.virtualshareholdermeeting.com/MMM2026.
8. To allow the Company to answer questions from as many shareholders as possible, each shareholder will be limited to two questions. Please keep questions succinct and covering only one topic per question. Questions from multiple shareholders on the same topic or that are otherwise related may be grouped, summarized, and answered together.
9. The Company intends to address questions pertinent to matters in the Agenda that are not answered during the Annual Meeting as soon as practical after the Annual Meeting either by, depending upon the subject matter and relevance, direct response or posted online at <https://investors.3M.com>.
10. In the event of disorder, technical malfunction, or other significant problem that disrupts the Annual Meeting, the Chairman may adjourn, recess, or expedite the Annual Meeting, or take such other action that the Chairman determines is appropriate in light of the circumstances. If there is a technical issue that cannot be resolved after the meeting has commenced and the polls have been opened, then the polls will be closed immediately, votes received prior to the time of the polls' closing will be counted and later publicly announced, and the meeting will be concluded and will not be reconvened. If there is a technical issue that cannot be resolved after the scheduled start time and before the polls are open, then the meeting will be adjourned and will be reconvened on the same day at 9:15 a.m. CDT, at 3M Center, St. Paul, Minnesota, solely for the purpose of reconvening the meeting and adjourning it a second time to reconvene later virtually. The Company will then make an announcement on its Investor Relations website at <https://investors.3M.com> regarding the later time and/or date for reconvening the virtual meeting.
11. Recording of the Annual Meeting is prohibited. A replay of the webcast will be available on the Company's website approximately 24 hours following the close of the Annual Meeting and will be available for six months from the date of the Annual Meeting.

Technical Assistance: A support line will be available on the meeting website shortly prior to, and during the Annual Meeting to assist shareholders with any technical difficulties they may have accessing or hearing the virtual meeting.

A violation of any of these rules will be considered cause for expulsion from the Annual Meeting.

Thank you for your continued support and your interest in 3M.