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 |
| Prepaids | **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 ANALYSIS**[3]
(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 |

[3]Total 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.

| | Three months ended June 30, | | Six months ended June 30, | |
|---|---|---|---|---|
| **Net sales (millions)** | **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, 2026 | Three months ended June 30, 2025 | Six months ended June 30, 2026 | Six months ended June 30, 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:** | **Reasons 3M believes the measure is useful:** |
|---|---|
| • Net sales (and sales change)<br>• Operating income (loss) and operating income (loss) margin (and expansion)<br>• Income before taxes<br>• Provision for income taxes and effective tax rate<br>• Net income<br>• EPS | 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 |
| Solventum 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** | |
| Solventum 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** | | | | | | | | |

[4]These 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 |
| Solventum 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** | |
| Solventum 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)

| | Amounts from continuing operations | | | | | |
|---|---|---|---|---|---|---|
| | Twelve months ended December 31, 2023 | | | Twelve months ended June 30, 2026 | | |
| (Dollars in millions, except per share amounts) | 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% |

[5]3M 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)

| | Three months ended June 30, 2026 | | | |
|---|---|---|---|---|
| **Sales change**[3] | **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)[4] | 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)[4] | 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)[4] | 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)[4] | 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)[4] | 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)[4] | 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)[4] | 2.5 % | (0.4)% | — % | 2.1 % |

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

| | Six months ended June 30, 2026 | | | |
|---|---|---|---|---|
| **Sales change[3]** | **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)

| | Twelve months ended December 31, 2023 | | | | |
|---|---|---|---|---|---|
| **Sales change[3]** | **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)% |

| | Twelve months ended June 30, 2024 | | | | |
|---|---|---|---|---|---|
| **Sales change[3]** | **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)% |

| | Twelve months ended December 31, 2024 | | | | |
|---|---|---|---|---|---|
| **Sales change[3]** | **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 % |

| | Twelve months ended June 30, 2025 | | | | |
|---|---|---|---|---|---|
| **Sales change[3]** | **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 % |

| | Twelve months ended December 31, 2025 | | | | |
|---|---|---|---|---|---|
| **Sales change[3]** | **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 % |

| | Twelve months ended June 30, 2026 | | | | |
|---|---|---|---|---|---|
| **Sales change[3]** | **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)

| | 2026 forecast | | | | |
|---|---|---|---|---|---|
| **Sales change[3]** | **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):**

| | Three months ended June 30, | | Six months ended June 30, | |
|---|---|---|---|---|
| **Major GAAP cash flow categories (dollars in millions)** | **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) |

| | Three months ended June 30, | | Six months ended June 30, | |
|---|---|---|---|---|
| **Adjusted free cash flow (non-GAAP measure) (dollars in millions)** | **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 % |

[6]3M 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% |

**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.