

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

	Three months ended December 31,		Year ended December 31,	
	2024	2023	2024	2023
Net sales	\$ 6,010	\$ 6,002	\$ 24,575	\$ 24,610
Operating expenses				
Cost of sales	3,744	3,795	14,447	14,983
Selling, general and administrative expenses	899	1,016	4,221	19,198
Research, development and related expenses	282	292	1,085	1,154
Gain on business divestitures	—	—	—	(36)
Total operating expenses	4,925	5,103	19,753	35,299
Operating income (loss)	1,085	899	4,822	(10,689)
Other expense (income), net	326	248	3	582
Income (loss) from continuing operations before income taxes	759	651	4,819	(11,271)
Provision (benefit) for income taxes	33	26	804	(2,867)
Income (loss) from continuing operations of consolidated group	726	625	4,015	(8,404)
Income (loss) from unconsolidated subsidiaries, net of taxes	2	11	9	18
Net income (loss) from continuing operations including noncontrolling interest	728	636	4,024	(8,386)
Less: Net income (loss) attributable to noncontrolling interest	—	2	15	16
Net income (loss) from continuing operations attributable to 3M	728	634	4,009	(8,402)
Net income (loss) from discontinued operations, net of taxes	—	311	164	1,407
Net income (loss) attributable to 3M	\$ 728	\$ 945	\$ 4,173	\$ (6,995)
Earnings (loss) per share attributable to 3M common shareholders:				
Weighted average 3M common shares outstanding — basic	543.6	554.7	550.8	553.9
Earnings (loss) per share from continuing operations — basic	\$ 1.34	\$ 1.14	\$ 7.28	\$ (15.17)
Earnings (loss) per share from discontinued operations — basic	—	0.56	0.30	2.54
Earnings (loss) per share — basic	\$ 1.34	\$ 1.70	\$ 7.58	\$ (12.63)
Weighted average 3M common shares outstanding — diluted	546.3	555.4	552.4	553.9
Earnings (loss) per share from continuing operations — diluted	\$ 1.33	\$ 1.14	\$ 7.26	\$ (15.17)
Earnings (loss) per share from discontinued operations — diluted	—	0.56	0.29	2.54
Earnings (loss) per share — diluted	\$ 1.33	\$ 1.70	\$ 7.55	\$ (12.63)

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

	December 31, 2024	December 31, 2023
ASSETS		
Current assets		
Cash and cash equivalents	\$ 5,600	\$ 5,735
Marketable securities – current	2,128	50
Accounts receivable – net	3,194	3,601
Inventories	3,698	3,944
Prepays	436	344
Other current assets	828	326
Current assets of discontinued operations	—	2,379
Total current assets	15,884	16,379
Property, plant and equipment – net	7,388	7,690
Operating lease right of use assets	565	657
Goodwill and intangible assets – net	7,491	7,705
Other assets	8,540	6,806
Non-current assets of discontinued operations	—	11,343
Total assets	\$ 39,868	\$ 50,580
LIABILITIES AND EQUITY		
Current liabilities		
Short-term borrowings and current portion of long-term debt	\$ 1,919	\$ 2,947
Accounts payable	2,660	2,776
Accrued payroll	712	695
Accrued income taxes	331	304
Operating lease liabilities – current	163	192
Other current liabilities	5,471	6,660
Current liabilities of discontinued operations	—	1,723
Total current liabilities	11,256	15,297
Long-term debt	11,125	13,088
Other liabilities	13,593	16,641
Non-current liabilities of discontinued operations	—	686
Total liabilities	35,974	45,712
Total equity	3,894	4,868
Shares outstanding		
December 31, 2024: 539,470,303		
December 31, 2023: 552,581,136		
Total liabilities and equity	\$ 39,868	\$ 50,580

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

	Year ended December 31,	
	2024	2023
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	\$ 1,819	\$ 6,680
Cash flows from investing activities:		
Purchases of property, plant and equipment	(1,181)	(1,615)
Purchases and proceeds from sale or maturities of marketable securities and investments – net	(2,079)	194
Proceeds from sale of businesses, net of cash sold	—	60
Other investing activities	54	154
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES	(3,206)	(1,207)
Cash flows from financing activities:		
Change in debt – net	5,506	(46)
Purchases of treasury stock	(1,801)	(33)
Proceeds from issuances of treasury stock pursuant to stock option and benefit plans	92	264
Dividends paid to shareholders	(1,982)	(3,311)
Cash transferred to Solventum related to separation, net	(621)	—
Other financing activities	(96)	(21)
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	1,098	(3,147)
Effect of exchange rate changes on cash and cash equivalents	(44)	(48)
Net increase (decrease) in cash and cash equivalents	(333)	2,278
Cash and cash equivalents at beginning of year	5,933	3,655
Cash and cash equivalents at end of period	\$ 5,600	\$ 5,933

The Consolidated Statements of Cash Flows include the results of continuing and discontinued operations and, therefore, also include cash and cash equivalents associated with Solventum through its April 2024 separation from 3M that were presented in current assets of discontinued operations in the 3M Consolidated Balance Sheet.

3M Company and Subsidiaries
SALES CHANGE ANALYSIS⁴
(Unaudited)

Three months ended December 31, 2024				
Sales Change Analysis By Geographic Area	Americas	Asia Pacific	Europe, Middle East and Africa	Worldwide
Organic sales	1.2 %	0.8 %	(4.9)%	— %
Divestitures	1.4	0.2	0.5	0.9
Translation	(1.1)	(0.8)	0.1	(0.8)
Total sales change	1.5 %	0.2 %	(4.3)%	0.1 %

Year ended December 31, 2024				
Sales Change Analysis By Geographic Area	Americas	Asia Pacific	Europe, Middle East and Africa	Worldwide
Organic sales	0.1 %	1.2 %	(3.1)%	(0.2)%
Acquisitions	0.3	—	—	0.2
Divestitures	1.0	0.1	0.2	0.6
Translation	(0.4)	(2.3)	0.6	(0.7)
Total sales change	1.0 %	(1.0)%	(2.3)%	(0.1)%

Three months ended December 31, 2024					
Worldwide Sales Change By Business Segment	Organic sales	Acquisitions	Divestitures	Translation	Total sales change
Safety and Industrial	2.4 %	— %	— %	(0.8)%	1.6 %
Transportation and Electronics	(3.9)	—	—	(0.6)	(4.5)
Consumer	1.2	—	—	(0.9)	0.3

Year ended December 31, 2024					
Worldwide Sales Change By Business Segment	Organic sales	Acquisitions	Divestitures	Translation	Total sales change
Safety and Industrial	0.7 %	— %	— %	(0.7)%	— %
Transportation and Electronics	(1.0)	0.6	—	(1.0)	(1.4)
Consumer	(1.2)	—	—	(0.7)	(1.9)

⁴Total 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 and, beginning April 2024, include the impact of commercial agreements associated with the separation of Solventum.

3M Company and Subsidiaries
BUSINESS SEGMENTS
(Unaudited)

3M discloses business segment operating income (loss) as its measure of segment profit/loss, reconciled to both total 3M operating income (loss) and income before taxes. Business segment operating income (loss) excludes certain expenses and income that are not allocated to business segments (as described below in “Corporate and Unallocated and Other”).

3M made certain changes to the composition of segment information reviewed by 3M's chief operating decision maker (CODM) effective in the second quarter of 2024 largely as a result of the separation of Solventum and changes within its business segments effective in the first quarter of 2024. Accordingly, information provided herein reflects the impact of these changes for all applicable periods presented.

Effective in the second quarter of 2024, this change included the following:

Elimination of former Health Care business segment

- The former Health Care business segment was eliminated in the second quarter of 2024 in connection with the separation of Solventum and reflection of its historical net income and applicable assets and liabilities included in the Separation as discontinued operations within 3M's financial statements.

Addition of ‘Other’ and update to ‘Corporate and Unallocated’

- 3M added the “Other” category of information as a result of the Separation. It principally reflects:
 - Transition arrangement agreements (e.g. fees charged by 3M, net of underlying costs) related to divested businesses, including those related to the Separation, as well as other applicable divestitures.
 - Operations of businesses of the former Health Care segment divested prior to the Separation and therefore not reflected as discontinued operations within 3M's financial statements, along with limited-duration supply agreements with those previous divestitures.
- Activity included in 3M's existing “Corporate and Unallocated” was updated primarily to additionally reflect:
 - Removal of costs related to separating and divesting Solventum that were not eligible to be part of discontinued operations.
 - Commercial activity with Solventum post-Separation and certain operations of the former Health Care business segment retained by 3M.
 - Costs previously allocated to Solventum prior to the Separation that were not eligible to be part of discontinued operations (and prospectively, post-spin, became additional costs allocated to remaining business segments) other than those beginning in the first quarter of 2024 included in “Other” associated with transition arrangement activity for which 3M began to charge fees in April 2024.

In addition, effective in the first quarter of 2024, 3M made certain changes within its business segments as described below. While they impacted the composition of certain divisions within business segments, they did not change the overall composition of segments or the measure of segment operating performance used by 3M's CODM.

Creation of Industrial Specialties division (within Safety and Industrial business segment) and Commercial Branding and Transportation division (within Transportation and Electronics business segment)

- 3M created the Industrial Specialties division within the Safety and Industrial business segment, which consists of the former Closure and Masking Systems division along with certain products formerly within the Industrial Adhesive and Tapes division and the Personal Safety division. Further, 3M created the Commercial Branding and Transportation division within the Transportation and Electronics business segment, which consists of the former Commercial Solutions division and the Transportation Safety division.

Re-alignment of divisions within Consumer business segment

- Within the Consumer business segment, the business re-aligned to the following four divisions: Consumer Safety and Well-Being, Home and Auto Care, Home Improvement, and Packaging and Expression.

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

BUSINESS SEGMENT INFORMATION

NET SALES

(Millions)	Three months ended December 31,		Year ended December 31,	
	2024	2023	2024	2023
Safety and Industrial	\$ 2,703	\$ 2,661	\$ 10,961	\$ 10,956
Transportation and Electronics	1,994	2,089	8,380	8,501
Consumer	1,229	1,226	4,931	5,026
Total reportable business segments	5,926	5,976	24,272	24,483
Corporate and Unallocated	78	19	271	90
Other	6	7	32	37
Total Company	\$ 6,010	\$ 6,002	\$ 24,575	\$ 24,610

BUSINESS SEGMENT INFORMATION

OPERATING INCOME (LOSS)

(Millions)	Three months ended December 31,		Year ended December 31,	
	2024	2023	2024	2023
Safety and Industrial	\$ 572	\$ 523	\$ 2,491	\$ 2,324
Transportation and Electronics	233	219	1,578	1,312
Consumer	234	221	932	904
Total reportable business segments	1,039	963	5,001	4,540
Corporate and Unallocated				
Corporate special items:				
Net costs for significant litigation	51	(76)	(45)	(14,785)
Divestiture costs	—	(2)	(20)	(13)
Gain on business divestitures	—	—	—	36
Russia exit (charges) benefits	—	—	—	18
Total corporate special items	51	(78)	(65)	(14,744)
Other corporate (expense) income - net	(21)	(16)	(108)	(540)
Total Corporate and Unallocated	30	(94)	(173)	(15,284)
Other	16	30	(6)	55
Total Company operating income (loss)	1,085	899	4,822	(10,689)
Other expense/(income), net	326	248	3	582
Income (loss) from continuing operations before income taxes	\$ 759	\$ 651	\$ 4,819	\$ (11,271)

Corporate and Unallocated and Other

Outside of 3M's reportable operating segments, 3M has Corporate and Unallocated and Other which are not reportable business segments as they do not meet the segment reporting criteria. Because Corporate and Unallocated and Other include a variety of miscellaneous items, they are subject to fluctuation on a quarterly and annual basis.

- Corporate and Unallocated operating income (loss) includes “corporate special items” and “other corporate expense-net”.
 - Corporate special items include net costs for significant litigation impacting operating income (loss) associated with PFAS-related other environmental and Combat Arms Earplugs matters. In addition, during the voluntary chapter 11 bankruptcy period (which began in July 2022 and ended in June 2023), costs associated with the Aearo portion of respirator mask/asbestos matters were also included in corporate special items. Prior to the bankruptcy, costs associated with Combat Arms Earplugs matters were not included in the Corporate net costs for significant litigation special item, instead being reflected in the Safety and Industrial business segment. Corporate special items for the periods presented also include divestiture costs, gain on business divestitures, and Russia exit charges/ benefits. Divestiture costs include costs that were not eligible to be part of discontinued operations related to separating and divesting substantially an entire business segment of 3M following public announcement of its intended divestiture.
 - Other corporate expense-net includes certain enterprise and governance activities resulting in unallocated corporate costs and other activity and net costs that 3M may choose not to allocate directly to its business segments. Other corporate expense-net also includes costs previously allocated to Solventum prior to the

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

Separation that were not eligible to be part of discontinued operations, commercial activity with Solventum post-Separation, and certain operations of the former Health Care business segment retained by 3M.

- Other principally reflects activity associated with:
 - Operations of businesses of the former Health Care segment divested prior to the Separation and therefore not reflected as discontinued operations within 3M's financial statements, along with limited-duration supply agreements with those previous divestitures.
 - Transition arrangement agreements (e.g. fees charged by 3M, net of underlying costs) related to divested businesses, including those related to the Separation, as well as other applicable divestitures.

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 impacts 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 and Unallocated, except as described with respect to net costs for significant litigation and manufactured PFAS products items in the “Description of special items” section. The reconciliations below, therefore, also include impacted segments as applicable.

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), segment operating income (loss) and operating income (loss) margin
- Other expense (income), net
- Income (loss) from continuing operations before taxes
- Provision for income taxes and effective tax rate
- Net income (loss) from continuing operations
- Earnings (loss) per share from continuing operations

Reasons 3M believes the measure is useful:

Considered, in addition to segment operating performance, 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
- Adjusted EBITDA and adjusted EBITDA margin
- Net debt

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

Considered in evaluating and managing operations; meaningful in analyses of ongoing underlying operating trends

Meaningful as indicator of liquidity and measure of capital structure strategy

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 December 31, 2023									
(Dollars in millions, except per share amounts)	Net sales	Operating income (loss)	Operating income (loss) margin	Income (loss) from continuing operations before taxes	Provision (benefit) for income taxes	Effective tax rate	Net income (loss) from continuing operations attributable to 3M	Earnings (loss) per diluted share from continuing operations	
Safety and Industrial									
GAAP amounts		\$ 523	19.6 %						
Adjustments for special items:									
Net costs for significant litigation		1							
Total special items		1							
Adjusted amounts (non-GAAP measures) ⁵		\$ 524	19.7 %						
Transportation and Electronics									
GAAP amounts	\$ 2,089	\$ 219	10.5 %						
Adjustments for special items:									
Manufactured PFAS products	(320)	151							
Total special items	(320)	151							
Adjusted amounts (non-GAAP measures) ⁵	\$ 1,769	\$ 370	20.9 %						
Total Company									
GAAP amounts	\$ 6,002	\$ 899	15.0 %	\$ 651	\$ 26	3.9 %	\$ 634	\$ 1.14	
Adjustments for special items:									
Net costs for significant litigation ⁶	—	77		284	83		201	0.36	
Manufactured PFAS products	(320)	151		151	38		113	0.20	
Divestiture costs	—	2		2	2		—	—	
Total special items	(320)	230		437	123		314	0.56	
Adjusted amounts (non-GAAP measures) ⁵	\$ 5,682	\$ 1,129	19.9 %	\$ 1,088	\$ 149	13.6 %	\$ 948	\$ 1.70	

Three months ended December 31, 2024										
(Dollars in millions, except per share amounts)	Net sales	Sales change	Operating income (loss)	Operating income (loss) margin	Income (loss) from continuing operations before taxes	Provision (benefit) for income taxes	Effective tax rate	Net income (loss) from continuing operations attributable to 3M	Earnings (loss) per diluted share from continuing operations	Earnings per diluted share from continuing operations percent change
Safety and Industrial										
GAAP amounts			\$ 572	21.2 %						
Adjustments for special items:										
Net costs for significant litigation			(4)							
Total special items			(4)							
Adjusted amounts (non-GAAP measures) ⁵			\$ 568	21.0 %						
Transportation and Electronics										
GAAP amounts	\$ 1,994	(4.5)%	\$ 233	11.7 %						
Adjustments for special items:										
Manufactured PFAS products	(202)		114							
Total special items	(202)		114							
Adjusted amounts (non-GAAP measures) ⁵	\$ 1,792	1.3 %	\$ 347	19.4 %						
Total Company										
GAAP amounts	\$ 6,010	0.1 %	\$ 1,085	18.1 %	\$ 759	\$ 33	4.2 %	\$ 728	\$ 1.33	17 %
Adjustments for special items:										
Net costs for significant litigation	—		(55)		101	137		(36)	(0.07)	
Manufactured PFAS products	(202)		114		114	27		87	0.16	
Solventum ownership - change in value	—		—		130	—		130	0.24	
Pension risk transfer charge	—		—		13	3		10	0.02	
Total special items	(202)		59		358	167		191	0.35	
Adjusted amounts (non-GAAP measures) ⁵	\$ 5,808	2.2 %	\$ 1,144	19.7 %	\$ 1,117	\$ 200	17.9 %	\$ 919	\$ 1.68	(2) %

⁵These items represent amounts adjusted for special items. See lead-in to non-GAAP measures discussion.

⁶For the per share amount, this includes adjusting-out the impact of this item causing weighted average shares outstanding to be the same for both basic and diluted loss per share in periods of resulting net losses.

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

Year ended December 31, 2023								
(Dollars in millions, except per share amounts)	Net sales	Operating income (loss)	Operating income (loss) margin	Income (loss) from continuing operations before taxes	Provision (benefit) for income taxes	Effective tax rate	Net income (loss) from continuing operations attributable to 3M	Earnings (loss) per diluted share from continuing operations
Safety and Industrial								
GAAP amounts		\$ 2,324	21.2 %					
Adjustments for special items:								
Net costs for significant litigation		84						
Total special items		84						
Adjusted amounts (non-GAAP measures) ⁵		\$ 2,408	22.0 %					
Transportation and Electronics								
GAAP amounts	\$ 8,501	\$ 1,312	15.4 %					
Adjustments for special items:								
Manufactured PFAS products	(1,289)	205						
Total special items	(1,289)	205						
Adjusted amounts (non-GAAP measures) ⁵	\$ 7,212	\$ 1,517	21.0 %					
Total Company								
GAAP amounts	\$ 24,610	\$ (10,689)	(43.4)%	\$ (11,271)	\$ (2,867)	25.4 %	\$ (8,402)	\$ (15.17)
Adjustments for special items:								
Net costs for significant litigation ⁶	—	14,869		15,245	3,615		11,630	21.00
Manufactured PFAS products	(1,289)	205		205	50		155	0.28
Gain on business divestitures	—	(36)		(36)	(11)		(25)	(0.05)
Russia exit charges (benefits)	—	(18)		(18)	3		(21)	(0.04)
Divestiture costs	—	13		13	4		9	0.02
Total special items	(1,289)	15,033		15,409	3,661		11,748	21.21
Adjusted amounts (non-GAAP measures) ⁵	\$ 23,321	\$ 4,344	18.6 %	\$ 4,138	\$ 794	19.2 %	\$ 3,346	\$ 6.04

Year ended December 31, 2024										
(Dollars in millions, except per share amounts)	Net sales	Sales change	Operating income (loss)	Operating income (loss) margin	Income (loss) from continuing operations before taxes	Provision (benefit) for income taxes	Effective tax rate	Net income (loss) from continuing operations attributable to 3M	Earnings (loss) per diluted share from continuing operations	Earnings per diluted share from continuing operations percent change
Safety and Industrial										
GAAP amounts			\$ 2,491	22.7 %						
Adjustments for special items:										
Net costs for significant litigation			36							
Total special items			36							
Adjusted amounts (non-GAAP measures) ⁵			\$ 2,527	23.1 %						
Transportation and Electronics										
GAAP amounts	\$ 8,380	(1.4)%	\$ 1,578	18.8 %						
Adjustments for special items:										
Manufactured PFAS products	(945)		144							
Total special items	(945)		144							
Adjusted amounts (non-GAAP measures) ⁵	\$ 7,435	3.1 %	\$ 1,722	23.2 %						
Total Company										
GAAP amounts	\$ 24,575	(0.1)%	\$ 4,822	19.6 %	\$ 4,819	\$ 804	16.7 %	\$ 4,009	\$ 7.26	148 %
Adjustments for special items:										
Net costs for significant litigation	—		81		800	68		732	1.32	
Manufactured PFAS products	(945)		144		144	34		110	0.20	
Divestiture costs	—		20		20	(111)		131	0.24	
Solvantum ownership - change in value	—		—		(1,564)	—		(1,564)	(2.83)	
Pension risk transfer charge	—		—		808	191		617	1.11	
Total special items	(945)		245		208	182		26	0.04	
Adjusted amounts (non-GAAP measures) ⁵	\$ 23,630	1.3 %	\$ 5,067	21.4 %	\$ 5,027	\$ 986	19.6 %	\$ 4,035	\$ 7.30	21 %

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

	2025 forecast
2025 adjusted earnings per share from continuing operations (non-GAAP measure) ^{5,6}	\$7.60 to \$7.90
2025 adjusted effective tax rate (non-GAAP measure) ^{5,6}	~20%

⁶3M 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; projected divestiture gains; divestiture costs; divestiture-related restructuring; changes in value of Solventum ownership; 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. Information with respect to special items for certain historical periods is included in the section entitled "Description of special items".

	Three months ended December 31, 2024				
Sales Change ⁴	Organic sales	Acquisitions	Divestitures	Translation	Total sales change
Total Company	— %	— %	0.9 %	(0.8)%	0.1 %
Remove manufactured PFAS products special item impact	2.1	—	—	—	2.1
Adjusted total Company (non-GAAP measures) ⁵	2.1 %	— %	0.9 %	(0.8)%	2.2 %
Transportation and Electronics	(3.9)%	— %	— %	(0.6)%	(4.5)%
Remove manufactured PFAS products special item impact	5.9	—	—	(0.1)	5.8
Adjusted Transportation and Electronics (non-GAAP measures) ⁵	2.0 %	— %	— %	(0.7)%	1.3 %
By Geographic Area					
Americas	1.2 %	— %	1.4 %	(1.1)%	1.5 %
Remove manufactured PFAS products special item impact	0.5	—	—	0.1	0.6
Adjusted Americas (non-GAAP measures) ⁵	1.7 %	— %	1.4 %	(1.0)%	2.1 %
Asia Pacific	0.8 %	— %	0.2 %	(0.8)%	0.2 %
Remove manufactured PFAS products special item impact	5.1	—	—	—	5.1
Adjusted Asia Pacific (non-GAAP measures) ⁵	5.9 %	— %	0.2 %	(0.8)%	5.3 %
Europe, Middle East & Africa	(4.9)%	— %	0.5 %	0.1 %	(4.3)%
Remove manufactured PFAS products special item impact	2.1	—	—	0.1	2.2
Adjusted Europe, Middle East & Africa (non-GAAP measures) ⁵	(2.8)%	— %	0.5 %	0.2 %	(2.1)%
By Particular Country					
United States	1.2 %	— %	1.6 %	— %	2.8 %
Remove manufactured PFAS products special item impact	0.4	—	0.1	—	0.5
Adjusted United States (non-GAAP measures) ⁵	1.6 %	— %	1.7 %	— %	3.3 %
China	6.7 %	— %	0.5 %	0.3 %	7.5 %
Remove manufactured PFAS products special item impact ⁵	—	—	—	—	—
Adjusted China (non-GAAP measures) ⁵	6.7 %	— %	0.5 %	0.3 %	7.5 %

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

Sales Change ⁴	Year 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) ⁵	1.2 %	0.2 %	0.7 %	(0.8)%	1.3 %
Transportation and Electronics	(1.0)%	0.6 %	— %	(1.0)%	(1.4)%
Remove manufactured PFAS products special item impact	4.4	0.1	—	—	4.5
Adjusted Transportation and Electronics (non-GAAP measures) ⁵	3.4 %	0.7 %	— %	(1.0)%	3.1 %
By Geographic Area					
Americas	0.1 %	0.3 %	1.0 %	(0.4)%	1.0 %
Remove manufactured PFAS products special item impact	0.4	—	0.1	—	0.5
Adjusted Americas (non-GAAP measures) ⁵	0.5 %	0.3 %	1.1 %	(0.4)%	1.5 %
Asia Pacific	1.2 %	— %	0.1 %	(2.3)%	(1.0)%
Remove manufactured PFAS products special item impact	3.2	0.1	—	(0.1)	3.2
Adjusted Asia Pacific (non-GAAP measures) ⁵	4.4 %	0.1 %	0.1 %	(2.4)%	2.2 %
Europe, Middle East & Africa	(3.1)%	— %	0.2 %	0.6 %	(2.3)%
Remove manufactured PFAS products special item impact	1.8	—	—	—	1.8
Adjusted Europe, Middle East & Africa (non-GAAP measures) ⁵	(1.3)%	— %	0.2 %	0.6 %	(0.5)%
By Particular Country					
United States	0.3 %	0.2 %	1.2 %	— %	1.7 %
Remove manufactured PFAS products special item impact	0.4	—	0.1	—	0.5
Adjusted United States (non-GAAP measures) ⁵	0.7 %	0.2 %	1.3 %	— %	2.2 %
China	8.4 %	0.1 %	0.4 %	(1.2)%	7.7 %
Remove manufactured PFAS products special item impact	1.5	—	—	—	1.5
Adjusted China (non-GAAP measures) ⁵	9.9 %	0.1 %	0.4 %	(1.2)%	9.2 %

Sales Change ⁴	Full-Year 2025 Forecast				
	Organic sales	Acquisitions	Divestitures	Translation	Total sales change
Total Company ⁶	2 to 3%	— %	~0.5%	~(2)%	0.5 to 1.5%
Remove manufactured PFAS products impact ⁶	—	—	—	—	—
Adjusted total Company (non-GAAP measures) ^{5,6}	2 to 3%	— %	~0.5%	~(2)%	0.5 to 1.5%

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

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 December 31,		Year ended December 31,	
	2024	2023	2024	2023
Net cash provided by (used in) operating activities	\$ 1,818	\$ 1,986	\$ 1,819	\$ 6,680
Net cash provided by (used in) investing activities	(1,146)	(301)	(3,206)	(1,207)
Net cash provided by (used in) financing activities	(1,080)	(924)	1,098	(3,147)

Adjusted Free Cash Flow (non-GAAP measure) (dollars in millions)	Three months ended December 31,		Year ended December 31,	
	2024	2023	2024	2023
Net cash provided by (used in) operating activities	\$ 1,818	\$ 1,986	\$ 1,819	\$ 6,680
Adjustments for special items:				
Net costs for significant litigation after-tax payment impacts	(192)	281	3,831	769
Divestiture costs after-tax payment impacts	44	96	372	313
Divestiture-related restructuring after-tax payment impacts	—	4	2	11
TCJA transition tax payment	—	—	193	126
Manufactured PFAS products impact after-tax payment impacts	(63)	(104)	(229)	(157)
Total adjustments for special items	(211)	277	4,169	1,062
Adjusted net cash provided by (used in) operating activities (non-GAAP measure) ⁷	\$ 1,607	\$ 2,263	\$ 5,988	\$ 7,742
Purchases of property, plant and equipment (PPE)	(291)	(358)	(1,181)	(1,615)
Manufactured PFAS products impact - removing related purchases of PPE	17	50	70	167
Adjusted purchases of PPE (non-GAAP measure) ⁷	\$ (274)	\$ (308)	\$ (1,111)	\$ (1,448)
Adjusted free cash flow (non-GAAP measure) ⁷	\$ 1,333	\$ 1,955	\$ 4,877	\$ 6,294

Net income (loss) attributable to 3M	\$ 728	\$ 945	\$ 4,173	\$ (6,995)
Adjustments for special items, net of tax:				
Net costs for significant litigation	(36)	201	732	11,630
Manufactured PFAS products impact	87	113	110	155
Gain on business divestitures	—	—	—	(25)
Russia exit charges (benefits)	—	—	—	(21)
Divestiture costs	—	85	341	378
Solventum ownership - change in value	130	—	(1,564)	—
Pension risk transfer charge	10	—	617	—
Total adjustments for special items, net of tax	191	399	236	12,117
Net income (loss) attributable to 3M adjusted for special items (used for adjusted free cash flow calculation)	\$ 919	\$ 1,344	\$ 4,409	\$ 5,122

Adjusted free cash flow conversion (non-GAAP measure) ⁷	145 %	145 %	111 %	123 %
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⁷3M's Consolidated Statements of Cash Flows include the results of continuing and discontinued operations (Solventum separated from 3M in April 2024); accordingly, amounts associated with the determination of adjusted free cash flow include both continuing and discontinued operations in certain periods both from an income and cash flow perspective. 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 for the portion of payments of costs for significant litigation under the 2023 settlement agreements relative to Combat Arms Earplugs and relative to public water systems regarding PFAS is based on the timing/amount of the actual cash tax deduction (which differs from the timing of the pre-tax cash settlement payments). The impacts of certain tax-related divestiture costs are based on applicable tax rates and the timing of tax payments relative to underlying Separation transactions. For other special items, the cash tax impact is estimated using the U.S. statutory corporate tax rate during the period of payment/receipt. Tax impacts include associated impacts on Foreign Derived Intangible Income (FDII), Global Intangible Low Taxed Income (GILTI), foreign tax credits, and tax costs of repatriation. 3M defines adjusted free cash flow conversion as adjusted free cash flow divided by net income (loss) attributable to 3M, adjusted for special items (used for adjusted free cash flow calculation).

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

(Dollars in billions)	Full year 2025 forecast
Net cash provided by (used in) operating activities ^{6,7}	\$5.2 to \$5.3
Adjustments for special items ⁶	—
Adjusted net cash provided by (used in) operating activities	\$5.2 to \$5.3
Purchase of property, plant and equipment (PPE)	(~\$1.1)
Manufactured PFAS products impact — removing related purchases of PPE	0.1
Adjusted purchases of PPE (non-GAAP measure) ⁷	(~\$1.0)
Adjusted free cash flow ^{6,7}	\$4.1 to \$4.3
Net income (loss) attributable to 3M ⁷	\$4.1 to \$4.3
Adjustments for special items ⁷	—
Adjusted net income (loss) attributable to 3M) ^{5,7}	\$4.1 to \$4.3
Adjusted free cash flow conversion ^{6,7}	~100%

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

Adjusted EBITDA and adjusted EBITDA margin (non-GAAP measures):

(Dollars in millions)	Adjusted EBITDA (non-GAAP measure) ⁸				Adjusted EBITDA margin (non-GAAP measure) ⁸			
	Three months ended December 31,		Year ended December 31,		Three months ended December 31,		Year ended December 31,	
	2024	2023	2024	2023	2024	2023	2024	2023
Safety and Industrial	\$ 702	\$ 670	\$ 3,083	\$ 2,938	26.0%	25.2%	28.1%	26.8%
Transportation and Electronics	431	449	2,057	1,826	24.1%	25.4%	27.7%	25.3%
Consumer	275	258	1,089	1,064	22.3%	21.1%	22.1%	21.2%
Corporate and Unallocated and Other	13	52	(61)	(279)				
Total Company	\$ 1,421	\$ 1,429	\$ 6,168	\$ 5,549	24.5%	25.2%	26.1%	23.8%

Adjusted EBITDA (non-GAAP measure) (dollars in millions)	Three months ended December 31,		Year ended December 31,	
	2024	2023	2024	2023
Adjusted net sales (non-GAAP measure) ⁵	\$ 5,808	\$ 5,682	\$23,630	\$ 23,321
Net income (loss) from continuing operations attributable to 3M	728	634	4,009	(8,402)
Add/(subtract):				
Net income/(loss) attributable to noncontrolling interest	—	2	15	16
(Income)/loss from unconsolidated subsidiaries, net of taxes	(2)	(11)	(9)	(18)
Provision for income taxes	33	26	804	(2,867)
Other expense/(income):				
Interest (Income)/expense	160	280	739	691
Pension & OPEB non-service cost (benefit)	36	(32)	828	(109)
Solvantum ownership - change in value	130	—	(1,564)	—
Depreciation and amortization (DA) expense	322	399	1,224	1,433
Adjustments for special items:				
Net costs for significant litigation	(55)	77	81	14,869
Manufactured PFAS products impact:				
Remove manufactured PFAS products operating (income) loss	114	151	144	205
Subtract PFAS-related amount included in DA above	(45)	(99)	(123)	(228)
Gain on business divestitures	—	—	—	(36)
Russia exit charges (benefits)	—	—	—	(18)
Divestiture costs	—	2	20	13
Total special items	14	131	122	14,805
Adjusted EBITDA (non-GAAP measure) ⁸	\$ 1,421	\$ 1,429	\$ 6,168	\$ 5,549
Adjusted EBITDA margin (non-GAAP measure) ⁸	24.5 %	25.2 %	26.1 %	23.8 %

⁸3M defines adjusted EBITDA as net income (loss) from continuing operations attributable to 3M, adjusted for net income/(loss) attributable to noncontrolling interest, (income)/loss from unconsolidated subsidiaries, provision for income taxes, other expense/(income), depreciation and amortization expense, and special items. For business segments, 3M defines adjusted EBITDA as business segment operating income (loss) (3M's measure of segment operating performance) adjusted for special items that is then further adjusted for depreciation and amortization (DA) expense, net of the PFAS-related amount included in DA. The Company defines adjusted EBITDA margin as adjusted EBITDA divided by net sales, adjusted for special items.

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

Adjusted EBITDA (non-GAAP measure) Three months ended December 31, 2024 (dollars in millions)	Safety and Industrial	Transportation and Electronics	Consumer	Corporate and Unallocated and Other	Total Company
Adjusted net sales (non-GAAP measure) ⁵	\$ 2,703	\$ 1,792	\$ 1,229	\$ 84	\$ 5,808
Business segment operating income (loss) (measure of segment operating performance), adjusted for special items (non-GAAP measure) ⁵	\$ 568	\$ 347	\$ 234	\$ (5)	\$ 1,144
Add/(subtract):					
Add depreciation and amortization (DA) expense	134	129	41	18	322
Subtract PFAS-related amount included in DA above	—	(45)	—	—	(45)
Adjusted EBITDA (non-GAAP measure) ⁸	\$ 702	\$ 431	\$ 275	\$ 13	\$ 1,421
Adjusted EBITDA margin (non-GAAP measure) ⁸	26.0 %	24.1 %	22.3 %		24.5 %

Three months ended December 31, 2023 (dollars in millions)					
Adjusted net sales (non-GAAP measure) ⁵	\$ 2,661	\$ 1,769	\$ 1,226	\$ 26	\$ 5,682
Business segment operating income (loss) (measure of segment operating performance), adjusted for special items (non-GAAP measure) ⁵	\$ 524	\$ 370	\$ 221	\$ 14	\$ 1,129
Add/(subtract):					
Add depreciation and amortization (DA) expense	146	178	37	38	399
Subtract PFAS-related amount included in DA above	—	(99)	—	—	(99)
Adjusted EBITDA (non-GAAP measure) ⁸	\$ 670	\$ 449	\$ 258	\$ 52	\$ 1,429
Adjusted EBITDA margin (non-GAAP measure) ⁸	25.2 %	25.4 %	21.1 %		25.2 %

Year ended December 31, 2024 (dollars in millions)					
Adjusted net sales (non-GAAP measure) ⁵	\$ 10,961	\$ 7,435	\$ 4,931	\$ 303	\$ 23,630
Business segment operating income (loss) (measure of segment operating performance), adjusted for special items (non-GAAP measure) ⁵	\$ 2,527	\$ 1,722	\$ 932	\$ (114)	\$ 5,067
Add/(subtract):					
Add depreciation and amortization (DA) expense	556	458	157	53	1,224
Subtract PFAS-related amount included in DA above	—	(123)	—	—	(123)
Adjusted EBITDA (non-GAAP measure) ⁸	\$ 3,083	\$ 2,057	\$ 1,089	\$ (61)	\$ 6,168
Adjusted EBITDA margin (non-GAAP measure) ⁸	28.1 %	27.7 %	22.1 %		26.1 %

Year ended December 31, 2023 (dollars in millions)					
Adjusted net sales (non-GAAP measure) ⁵	\$ 10,956	\$ 7,212	\$ 5,026	\$ 127	\$ 23,321
Business segment operating income (measure of segment operating performance), adjusted for special items (non-GAAP measure) ⁵	\$ 2,408	\$ 1,517	\$ 904	\$ (485)	\$ 4,344
Add/(subtract):					
Add depreciation and amortization (DA) expense	530	537	160	206	1,433
Subtract PFAS-related amount included in DA above	—	(228)	—	—	(228)
Adjusted EBITDA (non-GAAP measure) ⁸	\$ 2,938	\$ 1,826	\$ 1,064	\$ (279)	\$ 5,549
Adjusted EBITDA margin (non-GAAP measure) ⁸	26.8 %	25.3 %	21.2 %		23.8 %

Net debt (non-GAAP measure):

Net Debt (non-GAAP measure)	December 31, 2024	December 31, 2023
Total debt	\$ 13,044	\$ 16,035
Less: Cash, cash equivalents and marketable securities	7,744	5,805
Net debt (non-GAAP measure) ⁹	\$ 5,300	\$ 10,230

⁹The Company defines net debt as total debt less the total of cash, cash equivalents and current and long-term marketable securities all on a continuing operations basis.

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:

- These 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), external legal fees, and insurance recoveries, along with the associated tax impacts. Associated tax impacts of significant litigation include impacts on Foreign Derived Intangible Income (FDII), Global Intangible Low Taxed Income (GILTI), foreign tax credits and tax costs of repatriation. 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. Net costs related to respirator mask/asbestos are reflected as special items in the Safety and Industrial business segment while those impacting operating income (loss) associated with PFAS-related other environmental and Combat Arms Earplugs matters are reflected as corporate special items in Corporate and Unallocated. In addition, during the voluntary chapter 11 bankruptcy period (which began in July 2022 and ended in June 2023), costs associated with the Aearo portion of respirator mask/asbestos matters were reflected in corporate special items in Corporate and Unallocated. Prior to the bankruptcy, costs associated with Combat Arms Earplugs matters were reflected as part of special items in the Safety and Industrial business segment. In the fourth quarter of 2024 and 2023, 3M reflected net pre-tax cash (receipts)/payments of approximately \$(17.0) million and \$355 million, respectively, related to net costs for significant litigation. In 2024 and 2023, 3M made net pre-tax cash payments of approximately \$4.5 billion and \$973 million, respectively, related to net costs for significant litigation.

Divestiture costs:

- These include certain 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. As a result of completion of the April 2024 separation of Solventum, this includes the tax cost of updating 3M's previous indefinite reinvestment plans on past unrepatriated earnings through the period of the Separation's close and to tax positions retained by 3M. 3M's statement of cash flows includes the results of both continuing and discontinued operations. Therefore, in the context of amounts used in the determination of non-GAAP measures associated with cash flow and adjusted free cash flow conversion, this special item further includes the broader extent of such costs that included within discontinued operations, including interest expense on debt issued by Solventum for the period outstanding prior to the April 1, 2024 completion of the separation of Solventum from 3M and net tax costs of entity structuring associated with the separation of Solventum. In the fourth quarter of 2024 and 2023, 3M made pre-tax cash payments of approximately \$28 million and \$121 million, respectively, associated with divestiture costs. In 2024 and 2023, 3M made pre-tax cash payments of approximately \$245 million and \$396 million, respectively, associated with divestiture costs.

Gain on business divestitures:

- In the third quarter of 2023, 3M recorded a gain related to the sale of its dental local anesthetic business partially offset by a loss associated with a previously contingent indemnification obligation from a 2020 divestiture.
- In 2022, 3M recorded a gain related to the split-off and combination of its Food Safety business with Neogen Corporation.

Russia exit charges/benefits:

- In the second quarter of 2023, 3M recorded a gain on final disposal of net assets in Russia. Previously, in the third quarter of 2022, 3M recorded a charge primarily related to impairment of these assets in connection with management's committed exit and disposal plan.

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

Divestiture-related restructuring actions:

- In the third quarter of 2022, following the split-off of the Food Safety business, management approved and committed to undertake certain restructuring actions addressing corporate functional costs across 3M in relation to the magnitude of amounts previously allocated to the divested business. In the fourth quarter of 2023, 3M made pre-tax cash payments of approximately \$5 million associated with divestiture-related restructuring actions. In 2024 and 2023, 3M made pre-tax cash payments of approximately \$2 million and \$14 million, respectively, associated with divestiture-related restructuring actions.

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

- In 2024 and 2023, 3M made cash payments of approximately \$193 million and \$126 million, respectively, related to the transition tax expense incurred as a result of the 2017 enactment of the TCJA.

Manufactured PFAS products:

- These amounts relate to sales and estimates of income (loss) and associated activity regarding manufactured PFAS products that 3M plans to exit by the end of 2025 included within the Transportation and Electronics business segment. Estimated 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/amortization, certain changes in working capital and accruals, and timing of associated payments.

Pension risk transfer charge:

- In 2024, primarily in the second quarter, 3M recorded a non-cash pension settlement charge reflected in other expense (income), net as a result of transferring a portion of its U.S. pension payment obligations and related plan assets to an insurance company.

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.