

SOLVENTUM CORPORATE GOVERNANCE GUIDELINES
(Effective as of December 19, 2024)

The Board of Directors (the “Board”) of Solventum Corporation (“Solventum” or the “Company”) has adopted these guidelines, which in conjunction with the Certificate of Incorporation, Bylaws, and charters of the Talent Committee, Science, Technology and Quality Committee, Audit Committee, and Governance Committee, form the framework for governance of the Company.

A. THE ROLES OF THE BOARD OF DIRECTORS AND LEADERSHIP TEAM

1. The Board of Directors – The business of the Company is conducted under the oversight of the Board. The Board selects the Chief Executive Officer (the “CEO”) and delegates to the CEO the authority and responsibility to manage the Company’s operations. The Board of Directors serves as elected representatives of the shareholders, acts as an advisor and counselor to the CEO and the leadership team, and oversees performance of the leadership team on behalf of shareholders. The Board reviews and approves significant corporate actions and major transactions, including, among other things, dividends, share repurchases, borrowing authorization, annual capital expenditure budget, and major capital expenditures, acquisitions and divestitures. The Board also oversees the Company’s strategic and business planning process, has general oversight responsibilities for the Company’s overall environmental, social and governance (ESG) and human resources strategies, goals and results, and reviews and assesses the leadership team’s approach to addressing significant risks facing the Company.
2. Leadership Team – The CEO and leadership team are responsible for running the Company’s business operations.

B. BOARD COMPOSITION AND LEADERSHIP

1. Chairman of the Board and Chief Executive Officer – The Board has the authority to decide whether the positions of Chairman and CEO should be held by the same person and shall determine the best arrangement for the Company and its shareholders in light of all relevant and changing circumstances. The Board has currently determined to separate the positions of Chairman and CEO. If the position of Chairman is held by the CEO or the Chairman is otherwise not independent, the independent directors will appoint a lead independent director (“Lead Independent Director”) from among the independent directors using criteria the Board deems appropriate.
2. Size of the Board – The number of directors should not exceed a number that can function efficiently. The Governance Committee considers and makes recommendations to the Board concerning the appropriate size and needs of the Board.

3. Board Independence – The Board believes in having a substantial majority of independent directors on the Board. A director is “independent” if the Board affirmatively determines that the director has no material relationship with the Company directly or as a partner, shareholder or officer of an organization that has a relationship with the Company and otherwise meets the requirements for independence of the listing standards of the New York Stock Exchange, as further described in the Company’s Director Independence Guidelines. The independent directors or delegated committees comprised of independent directors will make the Board decisions on corporate governance matters.

4. Board Membership Criteria – The Governance Committee periodically reviews with the Board the appropriate skills and characteristics required of Board members given the current Board composition. It is the intent of the Board that the Board, itself, will be a high performance organization creating competitive advantage for the Company. To perform as such, the Board will be comprised of individuals who have distinguished records of leadership and success in their arena of activity and who will make substantial contributions to Board operations and effectively represent the interests of all shareholders. The Board’s assessment of Board candidates includes, but is not limited to, consideration of: (i) roles and contributions valuable to the business community; (ii) personal qualities of leadership, character, judgment and whether the candidate possesses and maintains throughout service on the Board a reputation in the community at large of integrity, trust, respect, competence and adherence to the highest ethical standards; (iii) relevant knowledge and diversity of age, gender, ethnicity, background and experience in areas such as business, healthcare, manufacturing, technology, finance and accounting, marketing, international business and government; and (iv) whether the candidate is free of conflicts and has the time required for preparation, participation and attendance at all meetings. A director’s qualifications in light of these criteria is considered at least each time the director is re-nominated for Board membership.

5. Selection of New Director Candidates – The Governance Committee considers qualified director candidates from several sources, including shareholders, and evaluates candidates against the current Board Membership Criteria described above. In addition to these minimum requirements, the Committee will also evaluate whether the candidate’s skills are complementary to the existing Board members’ skills, the Board’s needs for particular expertise in fields such as business, healthcare, manufacturing, technology, finance and accounting, marketing, international, or governmental, and assess the candidate’s impact on Board dynamics and effectiveness. The Governance Committee selects candidates that best suit the Board’s current needs and recommends one or more of such individuals to the Board. Relevant membership criteria and a rigorous selection process help ensure that candidates recommended to the Board

will effectively represent the balanced best interests of all shareholders.

6. Voting for Directors – In accordance with Solventum’s Bylaws, each director is elected by the vote of the majority of votes cast (which means the number of votes cast “for” a director’s election exceeds fifty percent (50%) of the number of votes cast) with respect to that director’s election at any meeting for the election of directors at which a quorum is present, provided that if, as of the closing of the applicable notice of nomination period set forth in Solventum’s Bylaws, the number of nominees exceeds the number of directors to be elected (a “Contested Election”), the directors shall be elected by the vote of a plurality of the votes cast (which means that the nominees who receive the most affirmative votes are elected to serve as directors).
 - a. For an election where the majority vote standard applies, the Board has established procedures under which any incumbent director who is not elected shall offer to tender his or her resignation to the Board. In the event an incumbent director fails to receive a majority of the votes cast in an election that is not a Contested Election, the Governance Committee shall make a recommendation to the Board as to whether to accept or reject the resignation of such incumbent director, or whether other action should be taken. The Board shall act on the resignation, taking into account the Governance Committee’s recommendation, and publicly disclose (by a press release, filing an appropriate disclosure with the Securities and Exchange Commission or other broadly disseminated means of communication) its decision regarding the resignation and the rationale behind the decision within ninety (90) days following certification of the election results. The Governance Committee in making its recommendation and the Board in making its decision each may consider any factors and other information that they consider appropriate and relevant.
 - b. An incumbent director who fails to receive a majority of the votes cast in an election that is not a Contested Election and who tenders his or her resignation pursuant to these Guidelines shall remain active and engaged in Board activities while the Governance Committee and the Board decide whether to accept or reject such resignation, or whether other action should be taken; provided, however, such incumbent director shall not participate in any proceedings by the Governance Committee or the Board regarding whether to accept or reject such director’s resignation, or whether to take other action with respect to such director.
 - c. If the Board accepts a director’s resignation pursuant to this section, or if a nominee for director is not elected and the nominee is not an incumbent director, then the Board may fill the resulting vacancy pursuant to the Solventum Bylaws.

7. Director Orientation and Continuing Education – The Company provides directors with an orientation and education program to familiarize them with the Company’s business operations and plans, industry trends and corporate governance practices, as well as ongoing education on issues facing the Company and on subjects that would assist the directors in discharging their duties.
8. Directors Who Experience Change in Present Job Responsibilities or Other Relevant Circumstances – When a director’s principal occupation or business affiliation changes, or other circumstances arise which may raise questions about the director’s continuing qualifications in relation to the Board Membership Criteria set forth above, then the director will tender her/his offer of resignation, or the Governance Committee will ask for such tender. The Governance Committee will consider the tendered offer of resignation and recommend to the Board the action to be taken.
9. Service On Other For-Profit Boards – Independent directors are encouraged to evaluate carefully the time required to serve on other boards (excluding non-profit boards) taking into account board attendance, preparation, participation, and effectiveness on such boards. Independent directors must advise the Chairman of the Board and the CEO before accepting an invitation to serve on another board to enable the Company to determine whether (i) any regulatory issues or potential conflicts are raised by the director accepting such an invitation and (ii) the director will have the time required for preparation, participation, and attendance at Board meetings. Directors who also serve as CEOs of publicly- traded companies or in equivalent positions should not serve on more than two boards of public companies (including the Board), and other directors should not serve on more than four boards of public companies (including the Board).
10. Retirement Policy – Each nonemployee director must retire from the Board when they reach the age of 75. A director elected to the Board prior to his or her 75th birthday may continue to serve until the annual shareholders meeting coincident with or following his or her 75th birthday. Directors will not be nominated for election to the Board after their 75th birthday, although the full Board may nominate candidates over 75 in special circumstances.
11. Board Compensation Review – The Talent Committee will periodically receive reports on the status of Board compensation in relation to other large U.S. companies and is responsible for recommending to the Board changes in compensation for nonemployee directors.
12. Board’s Interaction with Stakeholders – The CEO is responsible for establishing effective communications with the Company’s stakeholders, including shareholders, customers, employees, communities, suppliers, creditors, governments, and corporate partners. It is the policy of the Board that the leadership team speaks for the Company. This policy does not preclude

independent directors from meeting with stakeholders, but a member of the leadership team where appropriate should be present at such meetings.

13. Director Stock Ownership – The Board has established director stock ownership guidelines in order to align their interests more closely with those of stockholders.

C. BOARD OPERATIONS

1. Selection of Agenda Items for Board Meetings – The CEO, in consultation with the Chairman of the Board, will annually propose for the Board’s approval agenda items to be discussed during the course of the following year. Before each meeting, the CEO will review proposed agenda items with the Chairman of the Board and distribute the agenda in advance to the Board. Any Board member may ask to include items on the agenda.
2. Board Materials Distributed in Advance – Board members will receive materials related to agenda items sufficiently in advance of Board meetings so that the directors may prepare to discuss the items at the meeting. Sensitive subjects may be discussed at the meeting without distributing written materials in advance or at the meeting.
3. Director Responsibilities – Directors must exercise their business judgment to act in the best interests of the shareholders and the Company. In discharging this obligation, directors reasonably may rely on the members of the Company’s leadership team and its advisors and auditors. Directors are expected to attend the Annual Meeting of Shareholders and attend and participate in all meetings of the Board and of committees on which they serve and to spend the time needed and prepare for and meet as frequently as necessary to discharge their responsibilities.
4. Board Presentations and Access to Employees – Members of the leadership team may be invited to attend part or all of a Board or committee meeting in order to participate in discussions. Generally, the leadership team member responsible for an area of the Company’s operations the Board is to consider makes the presentation. Board members have complete access to all other members of the leadership team and Company employees.
5. Board Access to Independent Advisors – The Board and its committees may seek advice from outside advisors as appropriate. The Board shall have sole authority to approve related fees and retention terms.
6. Executive Sessions – As an agenda item for every regularly scheduled Board and committee meeting, independent directors have the opportunity to meet in executive session, without the CEO or other members of the leadership team present, to consider such matters as they deem appropriate.

7. Chairman of the Board – The Board has selected an independent director to serve as Chairman of the Board. The Chairman of the Board will be elected by a majority of the independent directors upon recommendation from the Governance Committee. The Chairman of the Board’s responsibilities include, but are not limited to, the following:
- a. presides at all meetings of the Board, including executive sessions of the independent directors;
 - b. acts as a key liaison between the CEO and the independent directors;
 - c. approves the meeting agendas for the Board and approves the meeting schedules to assure that there is sufficient time for discussion of all agenda items;
 - d. has the authority to approve the materials to be delivered to the directors in advance of each Board meeting and provides feedback regarding the quality, quantity and timeliness of those materials;
 - e. has the authority to call meetings of the independent directors;
 - f. communicates Board member feedback to the CEO (except that the Chair of the Compensation Committee leads the discussion of the CEO’s performance and communicates the Board’s evaluation of that performance to the CEO);
 - g. if requested by major shareholders, ensures that she or he is available, when appropriate, for consultation and direct communication; and
 - h. performs such other duties as requested by the independent directors.
8. Lead Independent Director – If the position of Chairman is held by the CEO or if the Chairman is not otherwise an independent director, the independent directors will appoint a Lead Independent Director from among the independent directors using criteria the Board deems appropriate. In fulfilling his or her responsibilities, the Lead Independent Director, if any, will:
- a. serve as the primary liaison between the Chairman and the independent directors;
 - b. preside at all meetings of the Board at which the Chairman is not present, including the executive sessions of independent directors;
 - c. call special meetings of the independent directors, as needed; and
 - d. perform such other duties as requested by the independent directors.

The name of, and a means of contacting, the Chairman of the Board will be made public in the Company's proxy statement for the Annual Meeting of Shareholders.

D. BOARD COMMITTEES

1. Committees – The current committees are Audit, Talent, Governance, and Science, Technology and Quality.
2. Assignment and Term of Service of Committee Members – The Board is responsible for the appointment of committee members and chairs, based on recommendations of the Governance Committee.
3. Agenda, Frequency, Length, and Reports of Committee Meetings – The chair of each committee approves the agenda, length of, and attendance at each committee meeting and determines the frequency of meetings. Materials related to agenda items are given to the committee members sufficiently in advance to allow the members to prepare for discussing the items at the meeting. The committee chairs report a summary of their meeting to the Board following each regular committee meeting.
4. Membership – Only independent directors may serve on the Audit, Talent, Governance, and Science, Technology and Quality Committees.
5. Responsibilities – The Board periodically reviews the responsibilities of each committee and approves the committee charters.

E. BOARD AND LEADERSHIP TEAM EVALUATION

1. Formal Evaluation of the CEO – The Talent Committee, in consultation with the CEO, sets annual and long-term performance goals for the CEO. The Chair of the Talent Committee leads the discussion of the CEO's performance against such goals with the independent directors and communicates the Board's evaluation to the CEO. The Talent Committee will use the evaluation when determining the compensation of the CEO.
2. Board Self-Assessment – The Board will conduct an annual self-evaluation to determine whether it and its committees are functioning effectively. The Governance Committee will receive comments from all directors and share those comments with the Board. Based on the comments and further discussion, the Board will make an assessment specifically reviewing areas in which the Board and/or the leadership team believe improvements could be made to increase the effectiveness of the Board and its committees.
3. Succession Planning – The Board plans the succession to the position of CEO and consults with respect to the positions of the leadership team members reporting directly to the CEO through delegation of review of succession

planning to the Talent Committee. To assist the Talent Committee, the CEO annually assesses leadership team members reporting directly to the CEO and their succession potential. The CEO also provides the Talent Committee with an assessment of persons considered potential successors to leadership team members reporting directly to the CEO.

4. Leadership Team Development – The CEO should annually report to the Talent Committee on the Company’s program for development of the leadership team members reporting directly to the CEO.