



2024 Second Quarter Earnings

(unaudited)

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Forward-looking statements

This presentation contains forward-looking statements. You can identify these statements by the use of words such as “plan,” “expect,” “aim,” “believe,” “project,” “target,” “anticipate,” “intend,” “estimate,” “will,” “should,” “could,” “would,” “forecast” and other words and terms of similar meaning. Forward-looking statements are based on certain assumptions and expectations of future events and trends that are subject to risks and uncertainties. Actual future results and trends may differ materially from historical results or those reflected in any such forward-looking statements depending on a variety of factors. Among the factors that could cause actual results to differ materially are the following: (1) worldwide economic, political, regulatory, international trade, geopolitical, capital markets and other external conditions and other factors beyond the Company's control, including inflation, recession, military conflicts, and natural and other disasters or climate change affecting the operations of the Company or its customers and suppliers; (2) foreign currency exchange rates and fluctuations in those rates; (3) liabilities and the outcome of contingencies related to certain fluorochemicals; known as “PFAS,” including liabilities related to claims, lawsuits, and government regulatory proceedings concerning various PFAS-related products and chemistries, as well as risks related to the Company's plans to exit PFAS manufacturing and discontinue use of PFAS across its product portfolio; (4) risks related to the class-action settlement to resolve claims by public water suppliers in the United States regarding PFAS; (5) legal proceedings, including significant developments that could occur in the legal and regulatory proceedings described in the Company's reports on Form 10-K, 10-Q and 8-K (the “Reports”); (6) competitive conditions and customer preferences; (7) the timing and market acceptance of new product and service offerings; (8) the availability and cost of purchased components, compounds, raw materials and energy due to shortages, increased demand and wages, supply chain interruptions, or natural or other disasters; (9) unanticipated problems or delays with the phased implementation of a global enterprise resource planning system, or security breaches and other disruptions to the Company's information technology infrastructure; (10) the impact of acquisitions, strategic alliances, divestitures, and other strategic events resulting from portfolio management actions and other evolving business strategies; (11) operational execution, including the extent to which the Company can realize the benefits of planned productivity improvements, as well as the impact of organizational restructuring activities; (12) financial market risks that may affect the Company's funding obligations under defined benefit pension and postretirement plans; (13) the Company's credit ratings and its cost of capital; (14) tax-related external conditions, including changes in tax rates, laws or regulations; (15) matters relating to the spin-off of the Company's Health Care business, including the risk that the expected benefits will not be realized; the risk that the costs or dis-synergies will exceed the anticipated amounts; potential business disruption; the diversion of management time; the impact of the transaction on the Company's ability to retain talent; potential impacts on the Company's relationships with its customers, suppliers, employees, regulators and other counterparties; the ability to realize the desired tax treatment; the risk that any consents or approvals required will not be obtained; risks under the agreements and obligations entered into in connection with the spin-off, and (16) matters relating to Combat Arms Earplugs (“CAE”), including those related to, the August 2023 settlement that is intended to resolve, to the fullest extent possible, all litigation and alleged claims involving the CAE sold or manufactured by the Company's subsidiary Aearo Technologies and certain of its affiliates and/or the Company. A further description of these factors is located in the Reports under “Cautionary Note Concerning Factors That May Affect Future Results” and “Risk Factors” in Part I, Items 1 and 1A (Annual Report) and in Part I, Item 2 and Part II, Item 1A (Quarterly Reports). Changes in such assumptions or factors could produce significantly different results. The Company assumes no obligation to update any forward-looking statements discussed herein as a result of new information or future events or developments.

Note on non-GAAP financial measures

This presentation refers to certain non-GAAP financial measures. Refer to 3M's July 26, 2024, press release for descriptions of non-GAAP financial measures such as adjusted net sales (and adjusted sales change); adjusted purchases of property, plant and equipment (also referred to as adjusted capital expenditures); adjusted net cash provided by (used in) operating activities; adjusted free cash flow; adjusted free cash flow conversion; net debt; adjusted EBITDA (and adjusted EBITDA margin); and various measures that adjust for the impacts of special items. These non-GAAP measures are not in accordance with, nor are they a substitute for, GAAP measures. Reconciliations of these non-GAAP financial measures to the most directly comparable GAAP financial measures can be found in that press release.

Solid Q2 results, significant opportunities ahead

Q2 results:

- Adjusted sales of \$6.0B, with organic growth up 1.2% YoY
- Adjusted EPS of \$1.93, up 39% YoY
- Adjusted free cash flow of \$1.2B with conversion of 109%

Priority areas of focus:

Organic growth

- Reinvigorate R&D, accelerate new product introductions
- Improve execution at customer interface

Operational excellence

- Reduce complexity
- Drive lean manufacturing and logistics
- Improve supply chain management
- Lower yield loss
- Increase service level with lower inventory

Capital allocation

- Fully-fund organic growth
- Pay attractive dividend
- Maintain strong balance sheet
- Deploy excess cash on repos, M&A... dispassionate portfolio review

Focus on fundamentals ... challenge status quo ... act with speed and urgency

Q2 results driven by operational execution

**Adjusted Sales
of \$6.0B**

- Adj. organic growth of 1.2%, includes 1.2 ppt YoY headwind from product portfolio initiatives and exit of small countries
- Strength in electronics, industrial end-markets mixed, consumer retail discretionary spending remained soft

**Adjusted Operating
Margin of 21.6%;
Adjusted EPS of \$1.93**

- Strong operational execution continues
- Operating margin driven by organic volume, productivity, and spending discipline
- Restructuring program progressing as expected

**Adjusted Free Cash Flow
of \$1.2B**

- Strong operating income, lower capex partly offset by working capital
- Adjusted free cash flow conversion of 109%
- Disciplined capital allocation

Q2 2024 operating margin and EPS

	Adjusted operating margin	Adjusted earnings per share	Q2 YoY commentary
Q2 2023	17.2%	\$1.39	
Total organic growth/ productivity/other	+1.6%	+\$0.18	
Organic growth/ productivity/other	+3.1%	+\$0.31	• Benefits from volume growth, productivity, spending discipline, and restructuring
Stock-based compensation grants	-2.0%	-\$0.18	• In line with expectations
Transition service agreements	+0.5%	+\$0.05	• Solventum transition services
Restructuring & related charges	+2.7%	+\$0.23	• Q2 2024 pre-tax charge of \$44M versus \$202M in Q2 2023
FX	0.0%	-\$0.04	• Stronger U.S. dollar
Acquisition/divestiture	+0.1%	+\$0.03	• Aearo Technologies reconsolidation; Solventum commercial agreements
Other expense/income	N/A	+\$0.13	• Primarily net interest income, partially offset by non-op pension
Tax rate*	N/A	+\$0.01	• Q2 2024 adjusted tax rate of 19.1% versus 19.5% in Q2 2023
Shares outstanding	N/A	\$0.00	• Average diluted shares 554.8
Q2 2024	21.6%	\$1.93	

* The effect of income taxes on items that had specific tax rates are reflected within their respective impacts in the table above.

Q2 2024 cash flow and balance sheet

Adjusted free cash flow

\$1.2B

Adjusted free cash flow
conversion

109%

Cash returned to
shareholders

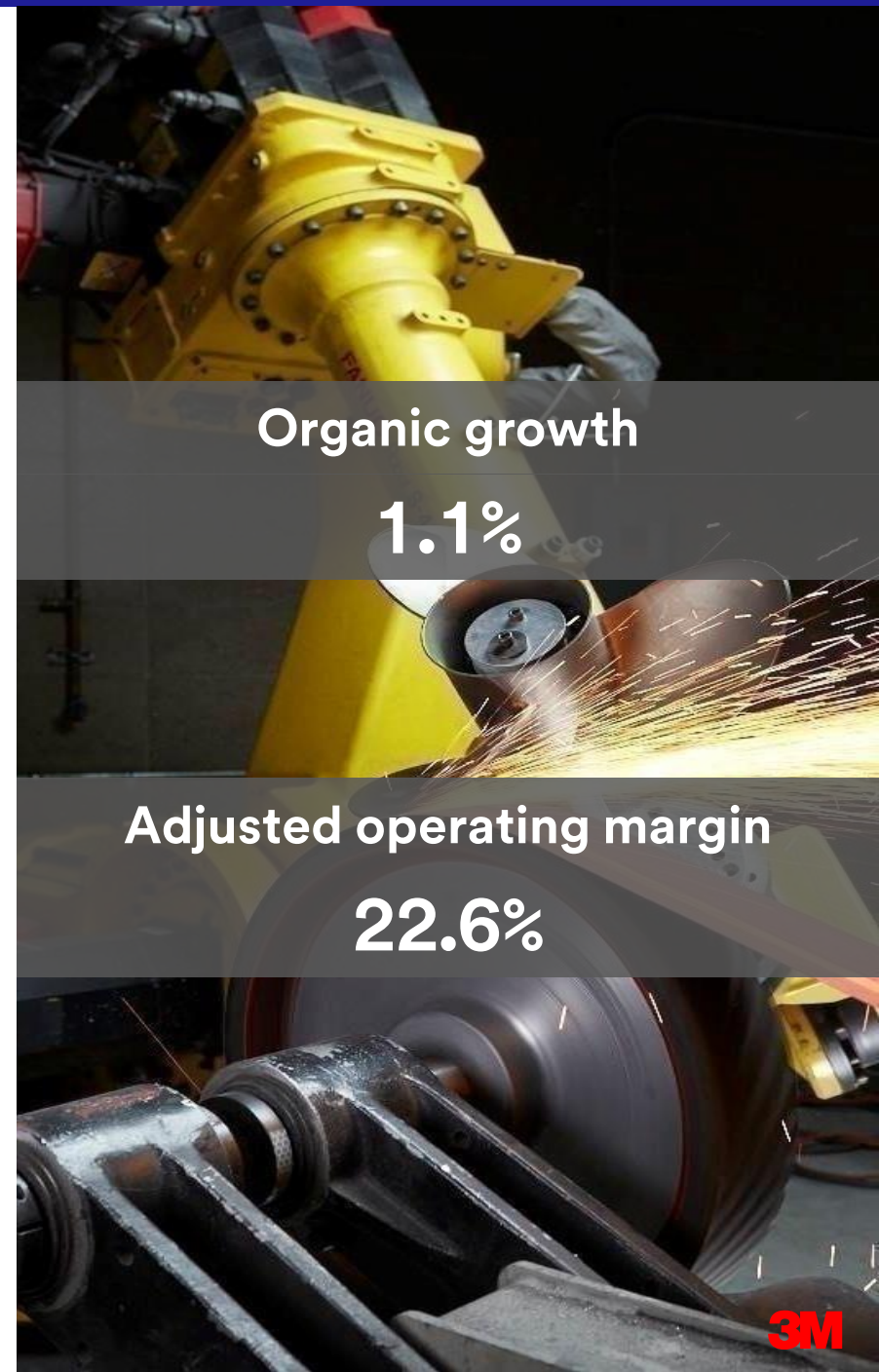
\$0.8B \$0.4B dividend
\$0.4B share repurchase

Net debt of ~\$3B

Safety & Industrial

Q2 2024 commentary

- Organic growth performance:
 - Mid-single digit increase in industrial adhesives and tapes
 - Low-single digit increases in personal safety, automotive aftermarket; electrical markets and roofing granules were flat
 - Low-single digit decline in abrasives, and industrial specialties
- Industrial end markets mixed; end customers remain cautious
- Adjusted operating margins up 40 bps YoY
 - Benefits from organic volume growth, productivity, and lower restructuring charges
 - Headwinds from stock-based compensation and cost inefficiencies due to the spin of Solventum



Organic growth

1.1%

Adjusted operating margin

22.6%

Transportation & Electronics

Q2 2024 commentary

- Adjusted organic growth performance
 - Low-double digit increase in electronics
 - Mid-single digit increase in advanced materials
 - Low-single digit decline in automotive and aerospace, and commercial branding and transportation
- Strength in electronics due to spec-in wins and strength in semiconductor
- Automotive electrification up 17% driven by continued penetration
- Adjusted operating margins up 250 bps YoY
 - Benefits from organic volume growth, productivity and lower restructuring charges
 - Headwinds from stock-based compensation and cost inefficiencies due to the spin of Solventum

Adjusted organic growth

3.3%

Adjusted operating margin

22.3%

Consumer

Q2 2024 commentary

- Organic growth performance
 - Mid-single digit growth in home improvement; low-single digit growth in consumer safety and well-being
 - Low-single digit decline in packaging and expression; mid-single digit decline in home and auto care
- Consumer discretionary demand for hardline goods remains soft
- Product portfolio and geographic prioritization revenue headwind in line with expectations
- Operating margin down 80 bps YoY
 - Headwinds from organic volume decline, stock-based compensation and cost inefficiencies due to the spin of Solventum
 - Partially offset by lower restructuring charges

Organic growth

-1.4%

Includes ~-(2.7) ppt headwind from portfolio/geographic prioritization

Operating margin

17.4%

2024 full-year earnings guidance

	Prior 2024 guidance	Current 2024 guidance
Adjusted organic sales growth	Flat to +2% (Includes ~100+ bps headwind from portfolio/geographic prioritization)	Flat to +2% (Includes ~100+ bps headwind from portfolio/geographic prioritization)
Adjusted operating margin	+200 to 275 bps	+225 to 275 bps
Adjusted EPS from continuing operations	\$6.80 to \$7.30	\$7.00 to \$7.30



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Q&A

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Appendix

Q2 2024 P&L

GAAP (\$M), except per share amounts	Q2 2024	Q2 2023	Change
Sales	\$6,255	\$6,283	(0.5)%
Gross profit	\$2,684	\$2,555	5.0%
% to sales	42.9%	40.7%	2.2%
SG&A	\$1,132	\$11,615	(90.3)%
% to sales	18.1%	184.9%	(166.8)%
R&D & related	\$280	\$298	(5.9)%
% to sales	4.5%	4.7%	(0.2)%
Operating income (loss)	\$1,272	\$(9,358)	(113.6)%
% to sales	20.3%	(148.9)%	169.2%
Net income (loss) from continuing operations attributable to 3M	\$1,204	\$(7,171)	(116.8)%
Earnings (loss) from continuing operations per share - diluted	\$2.17	\$(12.94)	(116.8)%

Q2 2024 adjusted sales recap

	Americas	EMEA	APAC	Worldwide
Organic growth	1.0 %	(2.0) %	3.6 %	1.2 %
Acquisitions/divestitures	2.1 %	0.2 %	0.3 %	1.3 %
FX	(0.2) %	(0.8) %	(3.9) %	(1.4) %
Total growth	2.9 %	(2.6) %	— %	1.1 %

Q2 2024 business segment information

(\$M)	Adjusted net sales*		Q2 2024 adjusted sales growth*				Adjusted operating income (loss)*			Adjusted operating margin*	
	Q2 2024	Q2 2023	Organic growth	FX	M&A	Total sales change	Q2 2024	Q2 2023	Percent change	Q2 2024	Q2 2023
Safety & Industrial	\$2,759	\$2,765	1.1%	(1.3)%	—%	(0.2)%	\$623	\$614	1.4%	22.6%	22.2%
Transportation & Electronics	\$1,907	\$1,859	3.3%	(1.8)%	1.1%	2.6%	\$426	\$369	15.8%	22.3%	19.8%
Consumer	\$1,263	\$1,293	(1.4)%	(1.0)%	—%	(2.4)%	\$219	\$235	(6.7)%	17.4%	18.2%
Corporate & Unallocated	\$86	\$22					\$(2)	\$(207)			
Other	\$4	\$12					\$37	\$10			
Total	\$6,019	\$5,951	1.2%	(1.4)%	1.3%	1.1%	\$1,303	\$1,021	27.5%	21.6%	17.2%

*"Safety & Industrial", "Transportation & Electronics", "Corporate & Unallocated", and "Total" are on an adjusted basis while "Consumer" and "Other" are unadjusted

Additional GAAP sales detail

(\$M) Business Groups	GAAP Net Sales	
	Q2 2024	Q2 2023
Abrasives	324	334
Automotive Aftermarket	304	305
Electrical Markets	325	329
Industrial Adhesives and Tapes	531	517
Industrial Specialties	285	298
Personal Safety	857	849
Roofing Granules	133	133
Total Safety & Industrial Business Group	2,759	2,765
Advanced Materials	244	305
Automotive and Aerospace	481	477
Commercial Branding & Transportation	672	695
Electronics	746	714
Total Transportation & Electronics Business Group	2,143	2,191
Consumer Safety and Well-Being	280	278
Home and Auto Care	302	337
Home Improvement	369	355
Packaging and Expression	312	323
Total Consumer Business Group	1,263	1,293
Corporate and Unallocated	86	22
Other	4	12
Total 3M	6,255	6,283

Historical periods restated on a continuing operations adjusted basis (non-GAAP measures)

(\$M, except per share amounts)	Net sales	Operating income	Operating income margin	Effective tax rate	Net income from continuing operations attributable to 3M	Earnings per share from continuing operations — diluted
Q1 2024	\$5,735	\$1,223	21.3%	20.9%	\$951	\$1.71
Q1 2023	\$5,710	\$902	15.8%	17.7%	\$694	\$1.26
Q2 2023	\$5,951	\$1,021	17.2%	19.5%	\$770	\$1.39
Q3 2023	\$5,978	\$1,292	21.6%	24.8%	\$934	\$1.68
Q4 2023	\$5,682	\$1,129	19.9%	13.6%	\$948	\$1.70
Full Year 2023	\$23,321	\$4,344	18.6%	19.2%	\$3,346	\$6.04
Full Year 2022	\$24,810	\$4,717	19.0%	16.6%	\$3,796	\$6.69
Full Year 2021	\$25,966	\$5,257	20.2%	17.5%	\$4,188	\$7.15

This information is preliminary, unaudited, and based on current estimates, and remains subject to change and does not revise or otherwise amend or restate any previously filed financial information of 3M. See also 3M's July 26, 2024, press release.



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