

3M CO (MMM)

2026 DEF 14A · filed 2026-03-25 · C/K 0000066740

Headline facts

CEO TOTAL PAY

\$21,005,009

William M. Brown · 2025 · ' 1% YoY

CEO PAY RATIO ITEM 402(U)

316 to 1

Median employee: \$21,005,009

SAY ON PAY

Not disclosed

COMPENSATION COMMITTEE CD&A

Compensation and Talent Committee

Governance policies

CLAWBACK

present

PLEDGING

prohibited

HEDGING

prohibited

STOCK OWNERSHIP GUIDELINES

present

Peer snapshot

4 peers auto-selected from MMM's disclosed compensation peer group. Each row shows the peer's latest filing.

TICKER	CEO TOTAL	PAY RATIO	MEDIAN EMP	COMP COMMITTEE
ABT ABBOTT LABORATORIES	\$23,173,052	166 to 1	\$145,528	Compensation Committee
BA BOEING CO	\$23,581,389	166 to 1	\$141,933	Compensation Committee
JNJ JOHNSON & JOHNSON	\$32,758,111	360 to 1	—	Compensation & Benefits Committee
PG PROCTER & GAMBLE Co	—	276 to 1	\$79,510	Compensation Committee

Summary Compensation Table (latest disclosed year)

Year 2025

EXECUTIVE	SALARY	STOCK	CASH INCENTIVE	OTHER	TOTAL
William M. Brown Chairman and Chief Executive Officer	\$1,800,000	\$7,753,852	\$3,745,322	\$704,593	\$21,005,009
Anurag Maheshwari Executive Vice President and Chief Financial Officer	\$1,071,263	\$3,456,678	\$1,529,419	\$349,752	\$7,482,301
Kevin H. Rhodes Executive Vice President, Chief Legal Affairs Officer and Secretary	\$932,531	\$2,355,346	\$997,894	\$98,243	\$6,736,806
Christian T. Goralski Group President, Safety and Industrial	\$804,728	\$2,524,306	\$1,094,414	\$180,967	\$5,389,578
Wendy A. Bauer Group President, Transportation and Electronics	\$828,778	\$2,524,306	\$911,655	\$112,875	\$5,162,777

CEO pay mix (latest year)

Base salary	9%
Cash incentive	18%
Equity	70%
Other	3%
At-risk	88%

Every fact above, traced back to filing text

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CEO pay ratio = 316 to 1

Extracted from: CEO Pay Ratio section (Item 402(u)) · confidence 0.94

“amounts include base salary, overtime, incentive payments, stock-based compensation (using the grant date fair value of awards granted in 2025, as determined under ASC Topic 718 and excluding estimated forfeitures), changes in pension values, and retirement plan contributions. As calculated in this manner, the ratio of our CEOs’ total compensation to our median employee’s total compensation for fiscal year 2025 is 316 to 1.”

Median employee compensation = \$21,005,009

Extracted from: CEO Pay Ratio section (Item 402(u)) · confidence 0.9

“31, 2025. We did not exclude any employees (whether pursuant to the de minimis exemption for foreign employees or any other permitted exclusion) when making this determination. As determined in accordance with Item 402 of Regulation S-K, the 2025 total compensation was \$21,005,009 for our CEO and \$66,524 for our median employee. Among other things, these amounts include base salary, overtime, incentive payments, stock-based compensation (using the grant date fair value of awards granted in 2025, as determined under ASC Topic 718 and excluding estimated forfeitures), changes in pension values, ...”

Compensation committee = Compensation and Talent Committee

Extracted from: Compensation Discussion & Analysis · confidence 0.85

“grant value approved by the Compensation and Talent Committee (and in the case of Mr”

Clawback policy = present

Extracted from: Compensation Discussion & Analysis · confidence 0.96

“Clawback policy”

Hedging policy = prohibited

Extracted from: Compensation Discussion & Analysis · confidence 0.93

“Prohibition of hedging, pledging, and other actions”

Pledging policy = prohibited

Extracted from: Compensation Discussion & Analysis · confidence 0.93

“Prohibition of hedging, pledging, and other actions”

Stock ownership guidelines = present

Extracted from: Compensation Discussion & Analysis · confidence 0.94

“Stock ownership guidelines”