

3M Company Board of Directors  
Compensation Committee Charter  
(As Affirmed February 5, 2019)

- A. Purpose: The Compensation Committee (the "Committee") of the Board of Directors of 3M Company reviews the Company's compensation practices and policies, annually reviews and approves (subject to ratification by the independent directors of the Board) the compensation for the CEO, annually reviews and approves the compensation for the other senior executives, evaluates CEO performance, annually reviews and discusses with management of the Company the Compensation Discussion and Analysis prepared in accordance with the Securities and Exchange Commission's disclosure rules for executive compensation, and furnishes a report for inclusion in the Company's proxy statement.
- B. Membership: The Committee's membership is determined by the Board and consists of at least three directors. Each member of the Committee shall meet the independence requirements of the listing standards of the New York Stock Exchange. At least two members of the Committee shall also qualify as "outside directors" for purposes of Section 162(m) of the Internal Revenue Code of 1986, as amended, and as "non-employee directors" for purposes of Rule 16b-3 under the Securities Exchange Act of 1934, as amended.
- C. Roles and Responsibilities: The responsibilities of the Committee include:
1. Compensation Practices and Policies
    - a. Review compensation practices and policies of the Company to ensure that they provide appropriate motivation for corporate performance and increased shareholder value.
    - b. Oversee the administration of the Company's stock and incentive compensation programs and determine the employees who receive awards and the size of those awards under the Company's long-term incentive compensation plans.
    - c. Make recommendations to the Board of Directors regarding the adoption, amendment or termination of equity compensation programs to the extent such actions require shareholder approval.
    - d. Approve the adoption, amendment or termination of equity compensation programs to the extent such actions do not require shareholder approval.
    - e. Approve the adoption, amendment and termination of incentive compensation and deferred compensation programs for employees of the Company.
    - f. Oversee the administration of the Company's deferred compensation plans and programs for its executives and nonemployee directors, and either approve or recommend for the approval of the Board of Directors amendments to such plans and programs.
    - g. Review and make recommendations to the Board of Directors concerning any amendment to a retirement benefit plan that would require Board approval.
    - h. Periodically review human resource issues relating to the Company's policies and practices with respect to workforce diversity and equal employment opportunities.
    - i. Annually review a risk assessment of the Company's compensation policies and practices for its employees.
  2. Executive Compensation
    - a. Maintain and update a group of peer companies with whom the Committee compares the Company's executive compensation and compensation practices, and periodically survey the executive compensation levels and practices of the companies in this group of peer companies and other large companies.

- b. Annually review and approve, for the senior executives of the Company (other than the CEO), (i) the annual base salary, (ii) annual incentive compensation, and (iii) awards under the Company's long-term incentive compensation plans.
  - c. Approve for the senior executives of the Company (other than the CEO) any employment agreements, severance arrangements, change-in-control arrangements and special or supplemental benefits.
  - d. Establish and certify the satisfaction of performance goals for performance-based short-term and long-term incentive compensation, including as required under Section 162(m) of the Internal Revenue Code.
  - e. Review shareholder proposals relating to executive compensation matters and recommend to the Board the Company's response to such proposals.
  - f. Approve the adoption and amendment of Company guidelines covering ownership of Company stock by executives, and annually review compliance with these guidelines.
3. CEO Compensation
- a. Review and approve annual performance goals and objectives for the CEO.
  - b. Lead through the Committee chair a discussion of the CEO's performance against such goals and objectives with the independent directors and communicate the Board's evaluation to the CEO.
  - c. Annually review and approve (based on this evaluation), subject to ratification by the independent directors of the Board, (i) the CEO's annual base salary, (ii) the CEO's annual incentive target award and earned compensation, and (iii) awards to the CEO under the Company's long-term incentive compensation plans. In determining the long-term incentive component of CEO compensation, the Committee will consider the Company's performance, the value of similar incentive awards to CEOs at the Company's executive compensation peer companies and other large companies, and the awards given to the CEO in past years.
  - d. Approve, subject to ratification by the independent directors of the Board, any CEO employment agreements, severance arrangements, change-in-control arrangements and special or supplemental benefits.
4. Meetings, Reports, Charter Review, Performance Evaluation and Outside Advisors
- a. Hold regular meetings of the Committee, reporting significant matters arising from such meetings to the Board. A majority of the members shall constitute a quorum. A majority of the members present shall decide any matter brought before the Committee.
  - b. Review and discuss with management of the Company the Compensation Discussion and Analysis prepared in accordance with the Securities and Exchange Commission's disclosure rules for executive compensation and furnish a report for inclusion in the Company's annual proxy statement.
  - c. Review and discuss with management of the Company the Say on Pay resolution(s) and related disclosures prepared for inclusion in the Company's annual proxy statement.
  - d. Review and reassess the adequacy of this Charter at least annually and submit any changes to the Board for approval.
  - e. Conduct an annual performance evaluation of the Committee.
  - f. Have the authority to retain such compensation consultants, outside counsel and other advisors as the Committee may deem appropriate in its sole discretion. Each retained consultant, outside counsel and other advisor shall meet the independence requirements of the listing standards of the New York Stock Exchange. The Committee shall have sole authority to approve related fees and retention terms.