



Sustainability and social impact report

2025

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About this report

The Solventum 2025 Sustainability and Social Impact Report details our programs and progress for fiscal year 2025 (January 1, 2025 to December 31, 2025). The report includes data from Solventum and our subsidiaries.

Solventum Corporation (“Solventum,” or the “company”) is a leading global healthcare company developing, manufacturing and commercializing a broad portfolio of solutions that leverages deep material science, data science and digital capabilities to address critical customer and patient needs.

In September 2025, Solventum completed the sale of our Purification & Filtration (P&F) business to Thermo Fisher Scientific Inc. The data presented in this report excludes P&F operations unless otherwise noted. Historical values have been recalculated to reflect this exclusion. As a result, the data is not directly comparable to our 2024 Sustainability and Social Impact Report. Historical values are included in this report to support trend analysis and provide context. Additionally, in December 2025, Solventum completed the acquisition of Acera Surgical, further strengthening our portfolio and advancing our company’s strategic growth initiatives. The data presented in this report excludes Acera unless otherwise noted.

All references are to the 2025 fiscal year unless otherwise stated. Where appropriate, descriptions of our programs may reflect more current information. Historical values that are presented may include information and data from when Solventum was formerly part of the 3M Health Care Business Group (now Solventum). During the spin-off, 3M provided certain third-party assured metrics from 3M Health Care from 2021 to 2023. Therefore, we are able to provide specific historical data reflecting the operations of 3M Health Care before separation.

This report was prepared with reference to the Global Reporting Initiative (GRI) standards. It also references the recommendations outlined by the Task Force on Climate-related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB) standards, which have been incorporated into the International Financial Reporting Standards Foundation (IFRS) Sustainability Disclosure Standards, issued by the IFRS’s International Sustainability Standards Board (ISSB). Solventum will continue to monitor evolving global disclosure regulations and align our reporting practices with these frameworks as applicable. View our [indices](#).

An independent, third-party assurance provider has supplied an assurance statement for select environmental metrics. View our [2025 Independent assurance report](#).



About Solventum

Solventum is a healthcare company with a long legacy of creating breakthrough solutions for our customers' toughest challenges. We pioneer game-changing innovations at the intersection of health, material and data science that change patients' lives for the better — while empowering healthcare professionals to perform at their best.

At a glance⁽¹⁾

Publicly listed (NYSE: SOLV)

\$8.3B

2025 net sales

70+

year history of innovation

90+

countries with Solventum sales

Approximately **20,000**

employees

Approximately **4,000**

manufacturing employees across 21 sites

Approximately **2,000**

members of global research and development (R&D) team

100,000+

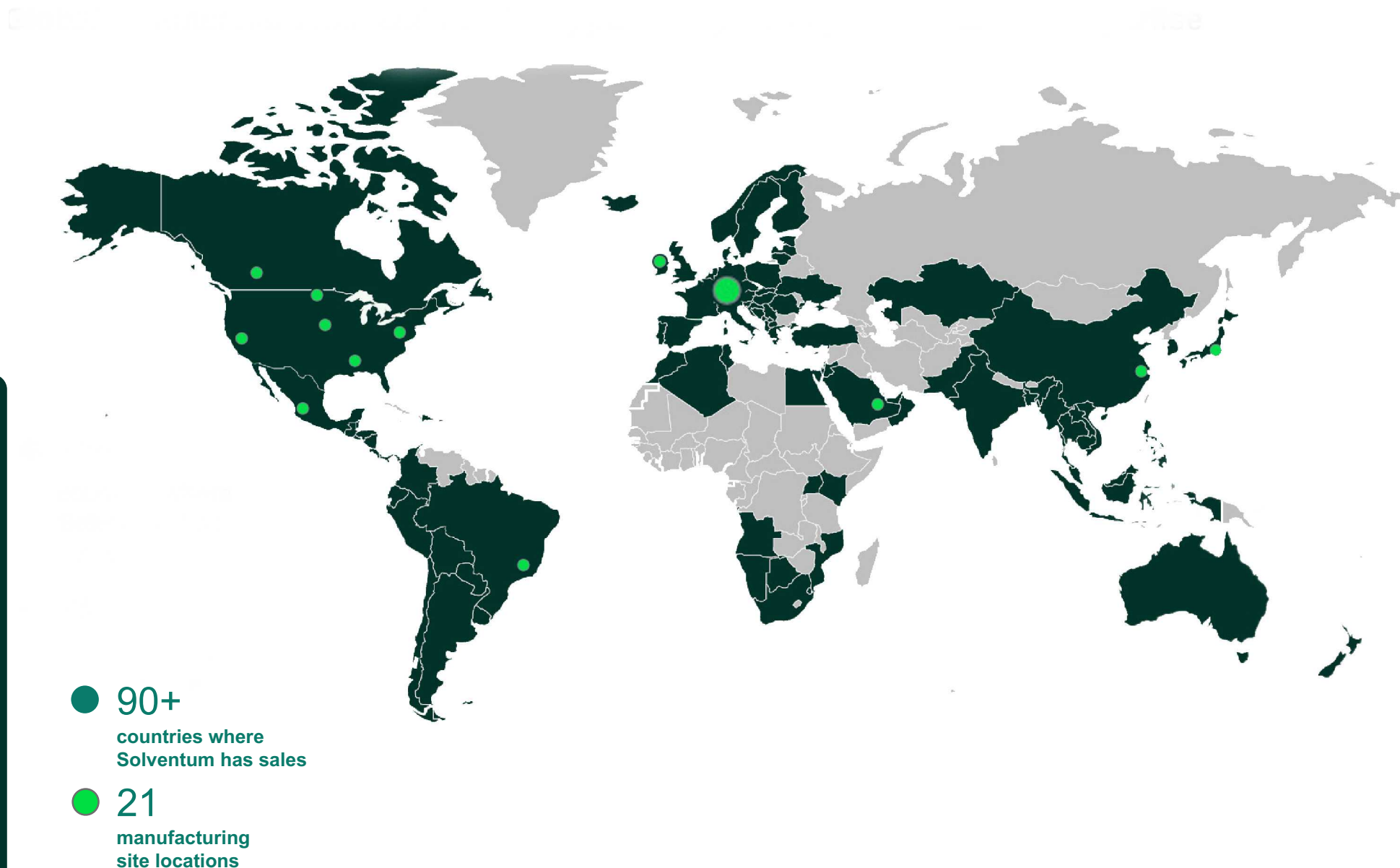
customers and channel partners

6,700+

active patents issued

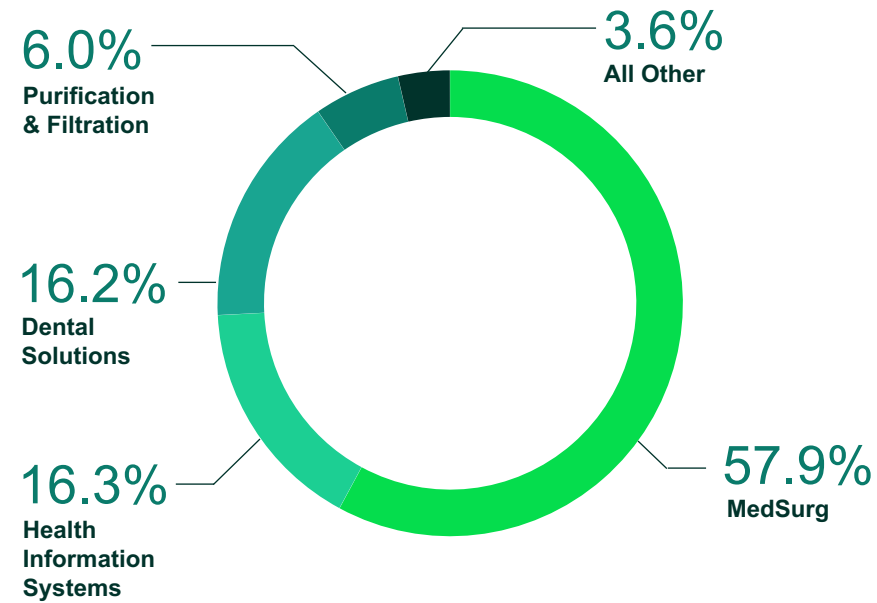
\$739

million invested in R&D

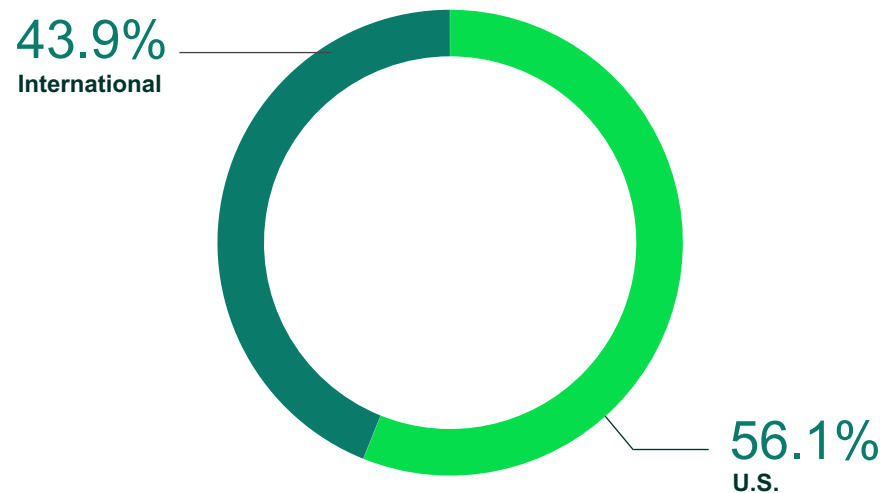


⁽¹⁾ Data sourced from Solventum's Proxy Statement published on March 27, 2026, and Solventum's Annual Report on Form 10-K published on Feb. 27, 2026. Net sales and R&D investment data are inclusive of the company's Purification & Filtration business, which was sold in September 2025.

Revenue by operating segment



Revenue by geography



Financial values provided as per our Annual Report on Form 10-K, published on Feb. 27, 2026. Data includes sales from the company's P&F business, which was sold in September 2025. "All Other" primarily consists of the Water Business that was retained after the sale of the P&F Business. "All Other" also includes sales and cost of sales related to our agreements to supply 3M and other supply agreements assumed by the Company at Spin-Off related to legacy 3M businesses, which were historically included within Corporate and Unallocated.

Our mission and values



[Learn more about our mission and values.](#)

Our business segments

Solventum’s innovative portfolio spans Medical Surgical, Dental Solutions and Health Information Systems. Each business segment aims to transform the patient journey and enhance accessibility by delivering safer, smarter and more effective care solutions.

Medical Surgical provides a broad range of innovative, advanced wound care and surgical solutions intended to promote healing, help prevent complications and lower the total cost of care globally.

Over **10 million** wounds⁽¹⁾ have been treated by **V.A.C.[®] Therapy**.



More than **500 million** patients⁽²⁾ worldwide have been warmed by the **3M™ Bair Hugger™** Temperature Management System.



Dental Solutions provides a comprehensive suite of dental and orthodontic products that span the life of the tooth and are intended to address clinical needs in prevention, restoration, replacement and malocclusion correction.

Since introduction, more than **2 billion** dental restorations have been completed worldwide using **3M™ Filtek™** Dental Restoratives.



More than **12.5 million** patients⁽³⁾ were treated with **3M™ Clinpro™** Clear Fluoride Treatment.



Health Information Systems provides software solutions and services designed to create more time for clinicians to care for patients, improve accuracy in healthcare reimbursement and support the shift to value-based care.

75% of hospitals in the United States use our coding solutions.⁽⁴⁾

93% of our servers are Electronic Products Environmental Assessment Tool (EPEAT) certified.⁽⁵⁾



⁽¹⁾ Calculated using sales data from fiscal years 1997 through 2015 and 2024 to support number of wounds treated.
⁽²⁾ Calculated using cumulative sales of Bair Hugger from fiscal years 1995 through 2025.

⁽³⁾ Calculated using sales of doses sold in 2025, assuming two applications per person per year.

⁽⁴⁾ This value is based on number of customers under contract.
⁽⁵⁾ Based on number of owned servers within Solventum data centers.

Message from the CEO

We're driven by the responsibility to innovate and transform — sharpening our focus, creating meaningful value, and delivering better, smarter and safer healthcare for the millions of people who rely on us.

Every day, millions of people use our solutions. Each use represents a moment when someone needs healthcare to work better, smarter or safer. That responsibility isn't abstract to us, it's personal. It drives us to listen closely to our customers, support our people and keep pushing for better solutions.

How we grow matters as much as how fast we grow. Our mission guides every decision we make, and we take seriously the opportunity we have each day to solve hard problems, ease suffering and bring hope where it's needed most.

This past year, we've sharpened our focus and strengthened the business. We welcomed Acera Surgical into our Medical Surgical portfolio and exited our Purification & Filtration business. These choices allow us to concentrate on areas where we can make the greatest impact and reflect a company deliberately shaping its future from a position of strength.

Long-term growth depends on doing the right things the right way. Sustainability and social impact are core to our strategy and our values. They help ensure our innovation is responsible, our progress lasts and our impact is real for patients, customers, employees and the communities we serve.

We recently invited patients and clinicians from across our diverse lines of business to share their powerful stories with our team. A firefighter whose leg was saved. A burn victim who found hope when he thought survival was out of reach. A teenager who gained confidence with a new smile. A clinician who used AI-driven coding technology to help a patient overcome a denied claim. These stories are powerful reminders of why our work matters.

I'm proud of the Solventum team for the progress we're making, the care we show for those we serve and the difference we make every day for millions of people around the world.



Bryan Hanson
Chief Executive Officer



“

How we grow matters as much as how fast we grow. We take seriously the opportunity we have each day to solve hard problems, ease suffering and bring hope where it's needed most.”

Message from the CSO

From climate action to employee and community engagement, we made meaningful progress in our first year to integrate sustainability across our business and enable long-term value creation.

In just one year, we've made meaningful progress building strong, credible sustainability and social impact programs. Today, we have the right governance and accountability structures in place and continue to build out key programs that reflect who we are and how we want to show up as a trusted global partner.

We conducted our first-ever employee survey and the results were exceptional. With an impressive 84% participation rate, our team demonstrated a deep understanding of how their work contributes to our mission. The feedback revealed a clear connection to the values that guide how we work with each other, serve our customers and partner with key stakeholders.

We formally launched Solventum Foundation programs to give our global team opportunities to engage in the causes they care about most. We trained volunteer site engagement leads to serve as local ambassadors, helping raise awareness of and participation in Solventum Cares programming. By year-end, our employees collectively logged more than 21,000 volunteer hours in 96 events across 17 countries. Through their financial generosity, our Solventum team supported over 1,900 organizations.

We've thoughtfully refined our 2030 climate targets following the divestiture of our Purification & Filtration business. We also completed our first climate-related financial risk assessment and strengthened our underlying data validation processes.

We've already made meaningful progress toward our 2030 goals. Because our products account for 94% of our carbon footprint, climate considerations touch every stage of the product life cycle. From design and raw material sourcing to supplier engagement, operations, distribution and end of life, our ambitious targets help us identify efficiencies, enhance competitiveness and spur innovation.

As we continue to mature as an independent company, we're refining the systems, processes and controls that provide us with reliable, decision-useful metrics. This work supports compliance readiness for emerging disclosure regulations and enables us to showcase our successes. We significantly improved our scores with both EcoVadis and CDP, giving our customers and investors vital insight into our policies, programs and performance.

I'm deeply proud of how far we've come and am eager to share what we achieve next. My sincere thanks to our entire team for the passion, collaboration and sense of purpose that continues to drive our momentum.



Aleksandra Dobkowski-Joy
Chief Sustainability Officer



“

Our products account for 94% of our carbon footprint, so climate consideration touches every stage of the product life cycle.”

Our strategic approach

We believe sustainability is a core driver of long-term value and business growth. Integrating sustainability practices into our corporate strategy fuels lasting success and positions us for a resilient future.

Our strategy

Solventum’s sustainability and social impact strategy is designed to align with our company values and business priorities and to help us realize our mission to enable better, smarter, safer healthcare to improve lives. Sustainability and social impact considerations are incorporated into our business decisions, helping to guide how we innovate, operate and govern to deliver meaningful impact across our value chain.

Following our spin-off from 3M in 2024, we conducted a double-materiality assessment to identify and prioritize sustainability issues that present significant environmental or social impacts, or that pose significant financial risks or opportunities for our business. By prioritizing Solventum’s material topics, we can better align our sustainability and social impact strategy with long-term value creation and regulatory expectations. After the divestiture of our P&F business in 2025, we reconfirmed that our double materiality analysis remains aligned with our strategic priorities and stakeholder expectations. We plan to reassess material topics on a periodic basis and will initiate an interim refresh should significant changes arise within our business operations. Read here for more information on our [double materiality assessment](#) methodology.

We support the advancement of the 17 UN Sustainable Development Goals (SDG), aligning with those most reflective of our material topics. To learn more about how Solventum considers the SDGs throughout our operations, please see the [GRI index](#).

Strategic pillars



Social impact

We care about global health needs, the well-being of our employees and the communities where we live and work. Key areas include promoting access to care and supporting employee health and safety, engagement and inclusion.



Environmental stewardship

We care about the health of our planet and the ecosystems on which we all depend. Key areas include climate change, operational efficiency and integration of sustainability characteristics into product and packaging innovation.



Governance

We care about doing things the right way. We’ve established governance and accountability frameworks to serve as a foundation for our social impact and sustainability efforts. We uphold high ethical standards and act with honesty and integrity to win with excellence.

Our material topics⁽¹⁾

Financial and impact materiality	Financial materiality	Impact materiality
Patient safety	Cybersecurity	Climate change
Access to healthcare	Product design and life cycle	Occupational health and safety
Corruption/bribery		

⁽¹⁾ While our materiality assessment identifies the topics with the greatest impact on our business and stakeholders as per initial EU CSRD guidance issued in 2023, our sustainability report includes additional topics to meet the needs of our diverse global audience. As a company operating across multiple regions, we recognize that different markets and stakeholders prioritize different sustainability issues.

Our value chain

Our value chain illustrates the interconnected processes that drive our commitment to sustainability and social impact, from responsible procurement and innovative design to energy-efficient operations and community engagement.



Research and development

- Patient and consumer solutions innovation
- Product stewardship



Procurement

- Material sourcing
- Supplier expectations and due diligence
- Supply chain resiliency



Operations

- Site and facility operations (e.g., offices, research and development centers, customer centers)
- Environmental management
- Employee health and safety
- Quality management



Distribution and logistics

- Transportation
- Supplier engagement
- Data centers



Sales

- Product launch
- Sales and marketing



Customers

- Provider education
- Product safety events and monitoring



End of life management

- Service center and repair program
- Product life cycle initiatives

Materiality linkage

- Product design and life cycle
- Patient safety
- Access to healthcare
- Climate change

- Occupational health and safety
- Corruption/bribery
- Climate change

- Occupational health and safety
- Patient safety
- Climate change

- Occupational health and safety
- Corruption/bribery
- Climate change

- Climate change
- Patient safety
- Corruption/bribery

- Climate change
- Patient safety
- Access to healthcare
- Cybersecurity

- Product design and life cycle

Stakeholder engagement

We recognize that engaging with our stakeholders allows us to gain insights, share information, understand complexities, inform decision-making and strategies and build support for our efforts. Engagement with internal and external stakeholders also aligns with our value of advancing together.

As we continue to build these relationships, we will integrate our stakeholders' priorities, interests and concerns into further shaping and refining our strategy and initiatives.

To better understand how innovation is experienced on the front lines of care, in 2025, we surveyed over

4,000

healthcare professionals across eight countries.

Their feedback revealed a strong appetite for innovation — with

93%

welcoming it — alongside a continued focus on patient safety, equity and global collaboration.

Stakeholder groups



Employees

How we engage: Town hall and department meetings, coaching and mentoring, ongoing communications, engagement surveys and listening events, performance feedback, employee impact groups



Customers and partners

How we engage: Direct customer support and engagement, in-clinic visits, in-person or virtual product training, surveys, regular meetings, third-party platforms, trade shows and conferences



Suppliers

How we engage: Business review meetings, industry consortiums, procurement manager outreach, third-party portal for procurement opportunities



Government/regulators, nonprofit organizations, NGOs and experts

How we engage: Advisory networks, industry groups, trade organizations and councils, meetings and collaborations with local, state, federal and international government representatives



Investors/shareholders

How we engage: Investor calls, meetings and email, non-deal roadshows, investor and industry conferences, Investor Day, periodic survey and perception studies



Local communities

How we engage: Volunteerism, grants, donations of products and resources



Academic/scientific organizations

How we engage: Educational grants and fellowships, professional societies

2025 Highlights



Social impact

- Launched Solventum Charitable Foundation
- Matched eligible employee donations and volunteer time, resulting in over \$760,000 in combined giving to more than 1,900 nonprofit organizations
- Supported employees through the Solventum Cares Assistance Fund, awarding grants globally to help navigate hardships such as natural disasters, illness or injury
- Recognized by U.S. News & World Report as one of the Best Companies to Work For — across Overall, Health Care and Research, and Midwest Region categories



Environmental stewardship

- Deployed our New Product Introduction process to encourage climate-conscious design, track sustainability features and drive innovation aligned with our sustainability commitments
- As of 2025, 17 sites have 100% renewable electricity through use of direct procurement or renewable energy certificates (RECs)
- Achieved 82% renewable electricity, exceeding our goal of 80% of total electricity sourced from renewable sources by 2025
- Since 2021, reduced Scope 1 and 2 market-based GHG emissions by 42.2%



Governance and accountability

- Celebrated Solventum’s inaugural Ethics & Compliance Week, fostering a culture of integrity by raising awareness and empowering employees to speak up
- Launched an Artificial Intelligence (AI) Steering Committee to enhance responsible governance, set standards and drive AI innovation organization-wide
- Awarded Diamond Level Resiliency badge from the Healthcare Industry Resilience Collaborative (HIRC), confirming the strength of our Medical Surgical supply chain and our ability to support patient care without interruption

Social impact

We care about the health and well-being of patients, our employees and the communities where we live and work.

- 14 Global workforce
- 22 Communities
- 27 Product quality, safety and stewardship
- 30 Responsible procurement



Global workforce

Our global team of more than 20,000 employees pioneer healthcare innovation, solving the toughest challenges to bring transformative solutions to those who need them most.

Culture and engagement

Strategy and actions

At Solventum, our culture is rooted in our five values that put people first and foster a strong sense of shared purpose across our global workforce. Culture is not static — it evolves through how we work together, how we lead and how we respond to employee feedback.

In 2025, Solventum continued to strengthen our culture by:

- Deepening employee connection to our purpose by hosting leadership-team-led mission ceremonies that bring our mission and values to life through personal stories and shared experiences
- Increasing clarity for people leaders, including clearer expectations of the leader role and a dedicated development program to support them
- Acting on employee feedback from our all-employee survey, with action plans tailored by team to address what matters most

Together, these efforts reinforce a culture grounded in purpose, accountability and continuous listening, ensuring our people feel supported, heard and empowered to drive impact.

For workforce metrics, see [Metrics](#). 

Employee engagement

Employee engagement is at the heart of Solventum’s culture, driving innovation and collaboration. In 2025, we expanded our employee engagement programs and launched several new initiatives, including our first enterprise-wide employee survey.

We also introduced the CEO Award for Values Excellence, a company-wide recognition program designed to honor individuals who embody Solventum’s values through their decisions and actions. This award was developed to spotlight employees who inspire others and advance our mission by living our values in exceptional ways. Hundreds of nominations were submitted, with winners celebrated across the globe.

Through our flexible work program, we support employees in balancing business needs with personal well-being by offering flexibility in how, when and where work is done. Solventum’s site engagement initiatives complement our flexible work program by creating opportunities for in-person connection.

In 2025, we continued to expand our site engagement initiative globally. This program brings local employees together at least once per quarter to network, celebrate and connect with peers and colleagues. Many of the events include a Solventum Cares partnership activity that helps give back to the communities in which we operate.

Throughout 2025, **Solventum’s Values Acceleration Workshops** strengthened employee engagement by deepening understanding of our mission and values. These manager-led sessions provided examples of how Solventum’s values can be applied in a specific business or function. The goal is for employees to not only know what our values are, but also understand how to live them through their actions, behaviors and decisions.

Shaping the employee experience

Solventum continued to focus on employee engagement by seeking input from across our organization. In 2025, we offered our first enterprise-wide employee engagement survey to all global employees with a minimum tenure of 60 days with the company, including our production workforce. The employee survey provided valuable insights on engagement, cultural health and workplace experience.

The results were shared during a global town hall meeting and cascaded by managers to individual teams, highlighting positive results in employee engagement, confidence in leadership and excitement about Solventum’s future. Survey results also affirm that our employees understand our mission and values. This milestone marks the beginning of a continuous feedback cycle that will guide meaningful action and reinforce our commitment to being a best and preferred place to work.



Our first enterprise-wide employee engagement survey had an **84%** participation rate.

“Employee engagement matters because it reflects how connected our people feel to our mission, their work and each other. When employees are engaged, they understand how they make a difference and they bring their best every day. We’re continuing to build a culture where people feel valued, supported and able to grow.”

Tammy Gomez
Chief Human Resources Officer

Inclusion and belonging

We believe in nurturing an inclusive workplace that fosters belonging and exemplifies our Solventum values of *putting people first and advancing together*. We're committed to inclusion and belonging in its broadest sense and embrace the unique dimensions of our talent, including their individual attributes and perspectives. We empower employees to share their ideas and strive for them to feel seen, heard and understood within an environment of respect and dignity.

Our Inclusion and Belonging Council demonstrates our commitment to supporting a thriving workplace and workforce. The council is composed of employees from across our company and around the globe who collectively champion inclusion and belonging as a business and people imperative, and is sponsored by executives on our leadership team.

In 2025, we turned our commitment to inclusion and belonging into meaningful action. We partnered with the NeuroLeadership Institute to deliver sessions to our extended leadership team, equipping them with research-informed inclusive behaviors to incorporate into everyday interactions.

We also re-launched our Employee Impact Group (EIG) program in 2025. Solventum's EIGs comprise nine different groups open to all employees. EIGs foster an environment where every employee has a sense of belonging, and can show up at their best.

Representative workforce

We're committed to attracting top talent and advancing representation at all levels of our organization. We believe our workforce should reflect the world in which we live and work, as well as the customers we serve.

A multi-dimensional healthcare workforce is uniquely equipped to offer a broader range of solutions and experiences with community healthcare issues, which helps us find more effective and empathic care solutions. Our employees have rich technical qualifications and deep healthcare industry experience, as well as varied backgrounds, experiences and talents that enrich our company and help us succeed.

Talent practices

At Solventum, we seek to attract a broad spectrum of talent to drive innovation and advance our mission. By expanding talent pools through key initiatives and partnerships, we aim to ensure a strong pipeline of skilled professionals. We leverage a combination of AI, human expertise and human resources technology to optimize recruitment, enhance candidates' and managers' experiences and make impactful hiring decisions. Our talent acquisition recruiters serve as strategic brand ambassadors and talent advisors. We use market insights and analytics to align talent strategies with business goals and to position Solventum as an employer of choice.

We regularly enhance our talent and people strategies to support employee well-being, career growth and business continuity. We reinforce continuous learning through ongoing performance conversations and feedback. Our career growth resources support career planning, helping employees reflect on their career and continually develop.

Solventum is committed to fair and competitive compensation. We conduct an annual competitive market compensation analysis comparing our pay levels to peer companies. This pay analysis is conducted on a local basis that captures our global footprint.

In 2025, Solventum launched an Employee Stock Purchase Plan (ESPP), with initial employee enrollment opening on December 1, 2025. This plan provides employees with the opportunity to become owners in the company and align their long-term financial growth with Solventum's mission to improve lives.

Winning with excellence

Solventum's recognition by **U.S. News & World Report as one of the Best Companies to Work For** — across Overall, Health Care and Research, and Midwest Region categories — marks a major milestone just 14 months after becoming an independent public company, and reflects a workplace where people thrive.





Learning and development

We recognize the unique potential of every employee and strive to make professional growth accessible to all. Our approach to learning is centered on embracing on-the-job experiences and collaborative opportunities as essential drivers of development. We encourage our team members to set meaningful goals and leverage everyday work experiences to advance their skills and careers. Through a combination of learning resources, leadership support and practical development opportunities, we empower employees to thrive in their roles.

As our organization evolves, we continue to place a strong emphasis on supporting our employees' growth through structured career development, individual goals and mentorship programs. Our Mentor Link program, along with flexible team-based solutions, helps our employees gain skills and confidence as they move into new roles. By encouraging collaboration, we build strong mentor-mentee relationships and a workforce ready to meet tomorrow's healthcare challenges.

The following metrics illustrate our collective commitment to a more rigorous learning and development program at Solventum:

- 100% of our extended leadership team has a development goal in place
- 99.2% of our senior leadership team has development goals recorded
- 78% of non-production employees have individual development goals

Great People Leaders model, coach and care for employees

We're committed to cultivating manager excellence as a key element of our company culture, exemplified by the launch of our Great People Leader program in 2025. This initiative offers learning resources, live workshops, podcasts and weekly leadership tips to foster growth and engagement.

By empowering leaders to serve as role models and share their stories, we enhance employee retention and drive positive behaviors. Some first-year program highlights include:

- 24 workshops were delivered to 730+ participants, and 99.9% of survey respondents would recommend a workshop experience to their peers
- 99.3% of survey respondents agree that the workshop experience provided practical skills that can be immediately applied on the job
- 94% of surveyed participants agreed that the facilitator engaged and interacted effectively to encourage their active participation
- 2,700 views of on-demand Great People Leader learning resources were completed

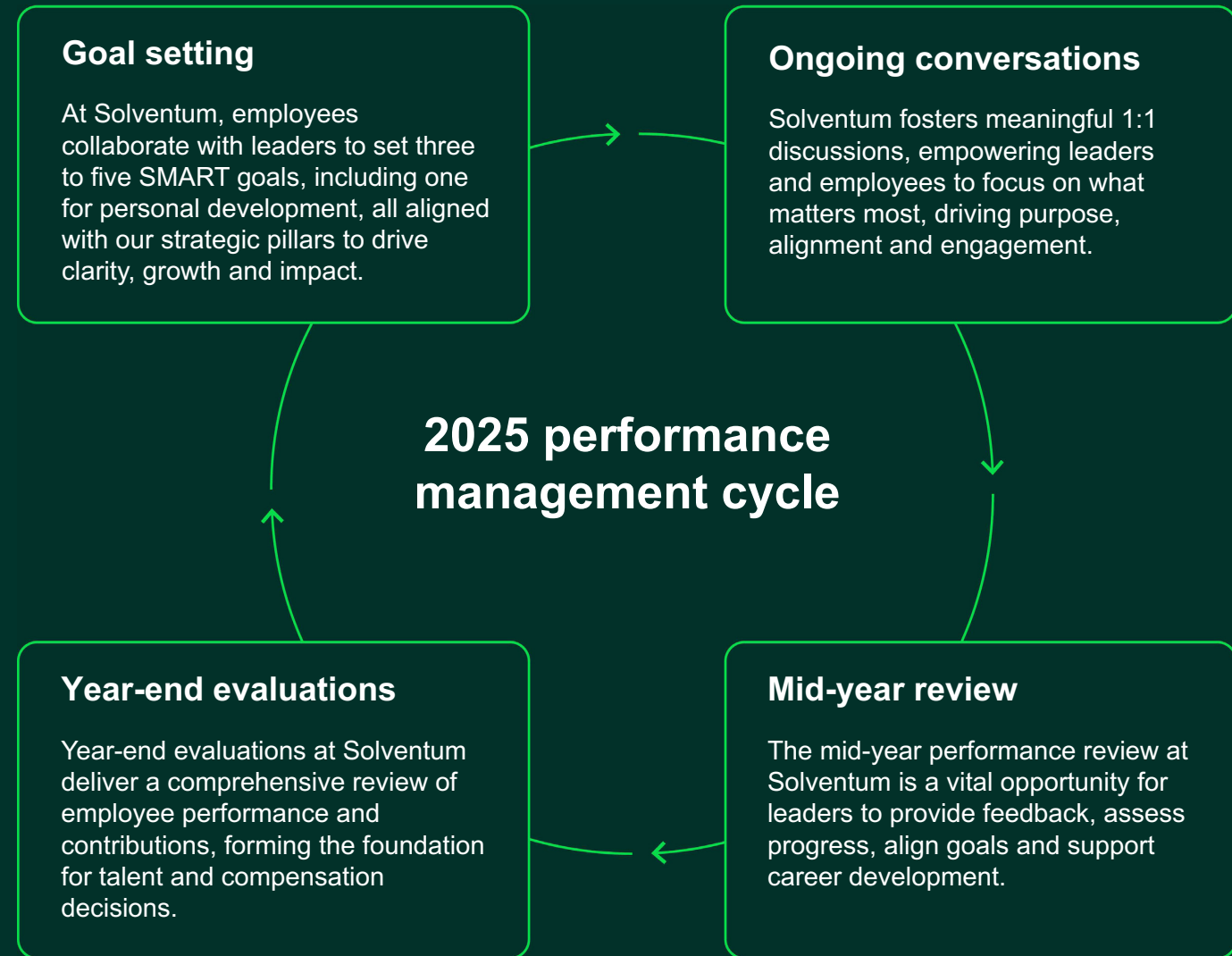
Employees can explore hundreds of learning resources directly tied to our organizational priorities on Solventum Learn, our integrated learning and development platform. This customized, centralized environment allows employees to own their development and find the resources they need to grow in their career. The content is designed to boost performance, enhance relationship and career development skills and hone business-specific functional and technical skills. Solventum Learn is available to our entire global workforce.

Our performance approach focuses on continuous feedback, as well as learning and improvement. Throughout the year, employees and people leaders regularly meet one-on-one to align on priorities, celebrate wins and learn from setbacks to support resilience and agility.

Governance

The Talent Committee of the Board of Directors oversees human capital management, including compensation practices and inclusion strategies, and reviews progress on inclusion and belonging initiatives as part of broader talent oversight.

Additionally, the Inclusion and Belonging Council collaborates with leadership and internal and external stakeholders to guide our overarching strategies and vision for the future as we advance inclusion and belonging.



Through our performance management and evaluation model, employees and managers meet regularly. All eligible global employees (approximately 80% of total employees) complete year-end performance evaluation processes.



Employee well-being

Strategy and actions

To promote a holistic culture of health and well-being, we focus on physical, emotional and financial wellness. Our Total Rewards program provides our employees and their eligible dependents comprehensive benefits, based on location, that include:

- Medical, dental and vision plans
- Mental health and employee assistance programs
- Retirement plans
- Resources for parents, including up to 20 weeks of parental leave (10 weeks paid and 10 weeks unpaid) unless otherwise directed by state or local law to eligible U.S. employees who have a newborn or newly adopted children
- Work-life balance programs, including paid time off and flexible work arrangements

Learn more about our [parental leave metrics](#). ↗

Our flexible work program offers non-production employees flexibility in working style. People leaders are empowered to make decisions on how their employees work based on business priorities and the needs of their team. With their manager's approval, employees can work primarily onsite, remote or a hybrid of the two. The program supports employee well-being while advancing business goals and maximizing productivity.

Many of our global production employees also have opportunities for work flexibility, such as shift swapping, adjustable start and end times, part-time models and job rotations. The options can vary by site and geography. We further support employee well-being through disease prevention resources, employee assistance programs and comprehensive health benefits.

Employees can also receive support through the [Solventum Cares Assistance Fund](#) ↗, which provides grants to team members in need of financial assistance after an unforeseen disaster or personal hardship.

Governance

The responsibilities of the Talent Committee of the Board of Directors include the review of compensation practices and policies, succession planning for executive officers, and strategy and outcomes related to human capital management. Executive leadership also actively monitors employee well-being through structured HR-led reviews and initiatives. These include quarterly updates on engagement metrics, culture-building programs and benefits enhancements designed to foster a supportive workplace and improve work-life balance.

Learn more about our [employee demographics](#). ↗

Employee health and safety

Strategy and actions

Solventum values the safety, health and well-being of our employees, contractors and contingent workers. Our Environmental, Health & Safety (EHS) Policy highlights our commitment to creating healthy, safe and sustainable operations through implementation of our management system, standards and programs.

We're committed to putting people first, cultivating a culture of care, continuous improvement and learning. We also engage our employees, contractors and contingent workers in our EHS process, as detailed in our [Environmental, Health & Safety Policy](#).

In 2024, we created a comprehensive, multiyear strategy that outlined key EHS initiatives focused on strengthening our health and safety practices and improving our performance. This strategy included setting internal health and safety targets, including key EHS metrics like total recordable incidents (TRI), lost time incidents (LTI), serious incidents and events (SIEs) and near-miss incidents that have SIE potential (pSIE).

Learn more about our [employee health and safety metrics](#).

These improvements were supported by a robust implementation of our EHS Management System, focused risk-reduction programs, stronger incident-learning processes and deeper worker involvement. Expanded leadership engagement and increased reporting of near misses and pSIEs also helped us identify and address hazards before they resulted in actual incidents.

Occupational medicine services

To promote the health and productivity of our employees, our Occupational Medicine Services (OMS) team focuses on the prevention, evaluation, treatment and outcomes of occupational-related injuries and illnesses in the workplace. Our OMS programs are also designed to enhance the well-being of our employees' families and communities.

The OMS staff includes physicians, nurses, nurse practitioners, occupational health analysts, epidemiologists and biostatisticians who are experts in their field. We respond to health-related concerns at all Solventum facilities and the communities where Solventum operates — 24 hours a day, 7 days a week, 12 months a year. Services provided by OMS include:

- Response to employee health-related concerns at all Solventum facilities
- Collaboration with EHS, Toxicology and other Solventum professionals to ensure safe working conditions and product safety
- Confirmation of compliance with health standards globally and advancement of the scientific knowledge of Solventum materials
- Research on the potential impact of stressors in the workplace on the health and welfare of Solventum employees and the communities where we operate
- Initiatives to promote a culture of health, wellness and healthy living for employees and their families, both in and out of the workplace



Compliance

Our EHS Management System provides a framework to identify and control risks, ensure regulatory compliance, strengthen engagement, improve emergency preparedness and drive continuous improvement. It has been structured in accordance with International Organization for Standardization (ISO) 45001 and 14001 standards for occupational health and safety and environmental management systems.

We continuously strengthen our EHS performance by engaging directly with global sites to identify, assess and manage environmental, health and safety risks. We also maintain a global security operation for the protection of our people and sites and for the continuity of our business operations.

In 2025, our global supply chain leaders completed approximately

11,000

“see and act” conversations with employees focused on employee concerns, potential hazards and incident prevention opportunities.

We recognize the key to strengthening our safety culture and preventing incidents is to proactively engage with our team members. Our “see and act” process within our manufacturing operations requires supervisors and managers to go to where work is performed. There, they have intentional and meaningful conversations with our team members about what’s going right, and they discuss any health and safety concerns, potential hazards and incident prevention opportunities. Employees, contractors and contingent workers are encouraged to speak up to report potential safety issues and opportunities for improvement, as outlined in our [Code of Conduct](#).

We monitor compliance with external regulatory requirements and conformance to internal company standards through regular assessments, inspections and site self-assessments. Our EHS Management System requires sites to complete self-assessments using both regulatory audit protocols and Solventum EHS standards assessments. These processes enable us to identify and correct nonconformances, verify effective risk controls and drive continuous improvement across our global operations.

In 2025, we advanced our commitment to a strong EHS foundation by implementing 15 Global EHS Standards, including 12 high-risk standards and the introduction of Solventum’s Life Saving Safety Rules, ensuring consistent safety practices across all sites. These measures mitigated risks, strengthened operational discipline and fostered a global culture of safety. We also enhanced our injury prevention strategy by launching a comprehensive ergonomics program, leveraging AI and software to identify and address musculoskeletal risks, improve workstation design and standardize ergonomic practices across operations.

Health and safety training

Based on Solventum’s global requirements, each of our sites are responsible for implementing health and safety education and training requirements for employees, contractors and contingent workers, as well as conducting proactive hazard and risk recognition assessment. We’ve also implemented a process to internally communicate on health and safety matters on a regular basis.

Our second annual **Global Health and Safety Event** reaffirmed our commitment to creating safe work environments across Solventum. Teams worldwide celebrated key safety milestones and reinforced that every person at Solventum plays a role in building a resilient and injury-free workplace. During the event, teams participated in the rollout of our Solventum Hazard Recognition training and the Solventum Hazard Wheel to help strengthen hazard recognition skills and support a culture of safety.

Policies

[Environmental, Health & Safety Policy](#)

[Code of Conduct](#)

Governance

The Audit Committee of the Board of Directors provides general oversight of Solventum’s environmental, health and safety matters. The committee reviews Solventum’s compliance with all applicable laws and regulations related to environmental, health and safety. In addition, safety performance is a standard topic at quarterly business reviews led by senior leaders, including presentation of KPIs, EHS performance updates and discussion of opportunities to address challenges and drive continuous improvement.

Communities

Our drive to build a healthier and more sustainable future extends to the communities we serve. We live with heart, supporting our partners and neighbors by bringing our kindness, talent, resources and expertise to help those in need.

Business-driven social impact initiatives

Strategy and actions

Our commitment to sustainability and social impact shapes how we grow our business and deliver value with purpose.

We partner with healthcare professionals, health systems, payers and communities to develop solutions that meet the real needs of patients and providers. Our innovation process is designed for practical impact, with medical, dental and surgical solutions that help accelerate healing, reduce complications and support outpatient care when possible — helping both people and the planet. Through targeted investments and collaborations, we use health information technology to support data-driven decisions that enhance care pathways and outcomes.

In 2025, our businesses contributed to helping organizations facilitate access to care and improve health outcomes. For example, our Dental Solutions business partnered with community-based organizations that focus on health outcomes and healthcare delivery.

Charitable contributions from our Dental Solutions business included support for programming such as My Smile Matters, FDI World Oral Health Day and Give Kids A Smile®. A key goal is to reduce health disparities and expand preventive services, especially for children in underserved communities.

Social impact is measured by the difference we make — one life at a time. With

1.9 million

people using our solutions every day, we're proud of our impact on health and well-being.

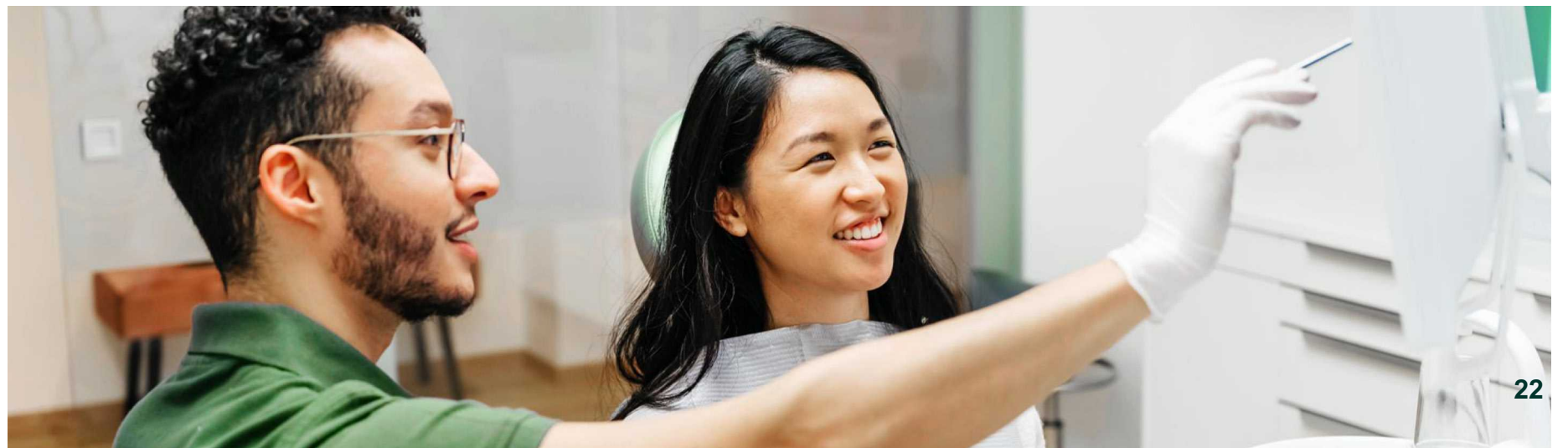
Policies

Our internal Charitable Contributions Policy provides clear governance for charitable giving conducted by our businesses, ensuring that contributions are mission-aligned and fully compliant with ethical and legal standards.

Governance

The Science, Technology and Quality Committee of the Board of Directors is responsible for providing general oversight of the significant scientific and technological aspects of our company's research and development and business development activities.

The Governance Committee of the Board of Directors periodically reviews and provides general oversight of our strategies related to current and emerging public policy, social responsibility, environmental, corporate citizenship and corporate governance issues and trends affecting our business.



Solve with Heart

In 2025, we celebrated our first annual patient event, Solve with Heart. We connected directly with the people we serve to hear their first-hand experiences and understand the real-world impact of our solutions. Hearing how our innovations support patient recovery reinforces our commitment to delivering value through cutting-edge healthcare advancements.



During the event, patients shared how our solutions played a critical role in their care:

- **Advanced wound care:** A 27-year-old patient with life-threatening burns from an industrial explosion received life-saving care at a hospital in Brazil. A dedicated team treated this patient during the COVID-19 pandemic, using advanced wound care technologies throughout many months and over 100 surgeries. This coordinated approach was crucial to his survival and recovery.
- **Compassionate resolution:** A family navigating a complex claim denial after their newborn's extended hospital stay experienced meaningful relief when Solventum's expertise helped uncover the root of the issue. Our intervention supported a more informed, compassionate resolution to their emotional and financial hardship.
- **Patient comfort:** A patient struggling with confidence due to orthodontic concerns saw a remarkable improvement after clinical intervention with Clarity™ Aligners and Clarity™ Precision Grip Attachments. The advanced solutions helped correct her dental issue, restoring her smile and empowering her to thrive socially and emotionally.

Education

Strategy and actions

Solventum has a robust offering of learning programs designed to educate healthcare professionals on the safe and effective use of Solventum solutions. Applying an evidence-based approach, each program is carefully tailored to meet the needs of healthcare professionals.

Educational programs, such as webinars, interactive digital learning and bioskills labs, can include both didactic and hands-on learning opportunities. Our on-demand offerings allow healthcare professionals to conveniently access learning anytime, from anywhere, while our in-person offerings allow for enhanced peer-to-peer exchange.

Our Solventum Education platform provides free, public access to online courses spanning medical, dental and health IT topics, including:

- Medical education to help improve health outcomes
- Dental and orthodontics education to help improve effective patient outcomes
- Health information and technology education to drive efficiencies

We also support the delivery of independent education to the medical and broader healthcare community. In 2025, we provided more than 118 educational grants globally to professional societies and academic institutions through Healthcare Professional Education and Clinical Fellowships.

We leverage the expertise of our team members, who are uniquely positioned to help solve global health issues, such as antimicrobial resistance, and collaborate with clinicians, industry and academia to share knowledge and provide education and training. These teams work with clinicians and hospital staff to provide technical support and education in the healthcare setting, as well as through standalone meetings and professional conferences.

Policies

Solventum's internal Educational Grants Policy ensures sponsorships are ethical, strategic and compliant with laws and corporate values. This policy outlines our global framework for managing educational grants, ensuring they are ethically and strategically aligned with Solventum's mission, comply with legal and industry standards and provide no commercial benefit to the company.

Solventum is committed to supporting the education and training of healthcare professionals in the latest medical procedures and technologies. By providing educational grants, products and fellowships, we empower independent organizations and medical professionals to advance healthcare through time-limited projects or specialized studies.

In 2025, we supported Wound Education Day with a grant to the Wound, Ostomy, and Continence Nurses Society™ (WOCN®), virtually connecting healthcare professionals worldwide. This full-day event delivered comprehensive wound care training across acute and post-acute settings. Clinicians engaged with essential topics including wound assessment, pressure injury management and the evolution of Negative Pressure Wound Therapy.



Solventum Charitable Foundation

Strategy and actions

In 2025, we launched the Solventum Charitable Foundation, an independent nonprofit that is committed to improving lives and advancing access to care for those who need it most. The Foundation is a separate legal entity, guided by its own board of directors, that works to create meaningful societal impact by focusing on three pillars:

- Supporting our employees and their families in times of need
- Strengthening communities where Solventum employees live and work
- Responding to disaster and crises

The Foundation manages the Solventum Cares Assistance Fund, Solventum Cares Immediate Response Grants, matching gifts, volunteer matching gifts, impact grants and disaster relief grants.

In 2025, Solventum and the Foundation:

- Supported employees through the Solventum Cares Assistance Fund, awarding grants globally to help navigate hardships such as natural disasters, illness or injury
- Matched eligible employee donations and volunteer time
- Responded swiftly to crisis situations with Disaster Relief Grants, exemplifying our caring approach to global challenges



Employees

To support our global team members in times of need, the Solventum Cares Assistance Fund provides employee grants following natural disasters and other personal hardships. The fund relies on support from Solventum, as well as donations from our employees, partners and the general public.

Communities

We encourage our employees to lend their time, skills and resources to support the communities where they live and work. Solventum matches eligible gifts as well as volunteerism by employees up to the program maximum.

- Employee giving and volunteerism resulted in more than \$760,000 donated to the community by the Solventum Foundation and our team members in 2025, supporting more than 1,900 nonprofit organizations.
- Employees logged more than 21,000 volunteer hours, with 51 Solventum Cares site leads facilitating volunteer initiatives across the globe.

The Foundation's Impact Grants program targets enhanced dental and wound care by supporting select organizations focused on prevention, education and access to care. In 2025, the Foundation supported two wound care kit-building events for employees, in partnership with International Medical Corporation, resulting in 1,500 wound care kits created for use in disaster response.

Disaster and crisis response

The Foundation focuses our disaster response efforts on supporting our employees and the places they live and work, the places our facilities are located and the communities where we serve our customers.

To best deliver care in the aftermath of a disaster, we partner with globally recognized nonprofit partners that have the local reach and expertise to quickly mobilize resources. This targeted approach allows us to deliver more immediate care and stability when it matters most.

In 2025, Solventum and the Solventum Foundation responded to several crisis situations by supporting employees and communities impacted through targeted relief grants and product donations, including:

- Activating the Solventum Cares Immediate Response Grants program in the wake of California wildfires to provide immediate financial support to affected employees
- Donating Solventum products and making charitable contributions to support flood relief efforts in Texas
- Donating medical drapes to hospitals in Jamaica in the wake of Hurricane Melissa
- Supporting relief efforts in response to disasters in Hong Kong and flooding in Thailand

Policies

In addition to our internal Charitable Contributions Policy, the Solventum Charitable Foundation maintains its own internal policies that govern its activities and contributions.

Governance

The Governance Committee of the Board of Directors periodically reviews and provides general oversight of Solventum's strategies related to current and emerging public policy, social responsibility, environmental, corporate citizenship and corporate governance issues and trends affecting our business.

The Solventum Charitable Foundation operates as an independent entity with distinct governance and grant-making authority, ensuring compliance with charitable standards and maintaining a clear separation from corporate interests. Governance is entrusted to its Board of Directors, which provides strategic oversight, fiduciary accountability and alignment to Solventum's social impact objectives. The Board is composed of senior leaders who bring diverse expertise from across the organization. Directors meet quarterly to guide the Foundation's philanthropic efforts in alignment with Solventum's values.

Product quality, safety and stewardship

Consistent with our mission, Code of Conduct and values, Solventum is dedicated to providing safe, effective and innovative products and services that meet or exceed customer requirements and comply with applicable global regulations and standards.

Product quality

Strategy and actions

Our global team of experts focus on quality, reliability and integrity to promote patient safety and compliance, while achieving exceptional results for the people we serve.

Our facilities and operational procedures for manufacturing products are regulated by the U.S. Food and Drug Administration (FDA) and additional comparable authorities in other global jurisdictions. Our products are required to be manufactured in facilities that operate in accordance with current good manufacturing practices (GMP).

The scope of GMP includes, but is not limited to, production and process controls, document controls, acceptance activities, labeling and packing controls, handling, storage, distribution and installation activities. Regulatory authorities periodically inspect our manufacturing facilities for compliance with GMP or similar manufacturing standards in the applicable country.

Solventum is also required to establish and implement quality systems to comply with regulations pertaining to post-market surveillance, specifically those pertaining to adverse event reporting for medical devices and pharmaceuticals. For medical devices, we must report deaths and serious injuries that a device may have caused or to which a device may have contributed. We're also required to report certain device malfunctions. For pharmaceuticals, we must report any undesirable event that is associated with the use of a drug or biological product in humans, whether or not the events are considered to be product-related.

Our [resources website](#) provides access to essential healthcare information, including instructions for product use, regulatory details, certificates and data sheets.

Quality management

Solventum maintains and continually improves our Quality Management System (QMS). This structured framework of policies, processes and procedures promotes the consistent delivery of safe and effective products and services that meet customer and regulatory requirements, as well as the standards set forth by international standards organizations. Our QMS encompasses all aspects of our operations — from product design and development, to manufacturing, quality control and post-market surveillance.

In the same way we hold ourselves accountable for our product quality, safety and stewardship, we also hold our suppliers and distributors accountable for these aspects of the products and services they provide.

“

At Solventum, quality is how we build trust and make a difference in people's lives. We are committed to delivering safe, effective and reliable solutions for patients, customers and partners. Guided by our values, we put people first, solve what matters and win with excellence. As our work and technologies evolve, so does our responsibility to drive continuous improvement, strengthen processes and improve lives.”

Mike Spears

SVP, Regulatory Affairs & Quality Assurance



The following principles guide our quality management:

- Make quality our top priority and embed quality into our culture
- Follow company policy, procedures and work instructions
- Support efforts to improve the quality, safety and stewardship profile of our products within the scope of our roles
- Integrate these considerations into the research, design, manufacturing, marketing, sale, monitoring and disposal of our products

Our manufacturing sites and the majority of our design centers, when applicable, have ISO 13485 or ISO 9001 standard certifications for their quality management systems.

The ability to maintain traceability of product throughout the supply chain is important to us. Our suite of policies, procedures, supplier and distributor agreements, and work instructions ensure comprehensive identification and traceability of materials and products throughout the supply chain.

We employ both batch and stock keeping units (SKU) controls, with a collection of supporting enterprise resource planning (ERP) systems. Traceability is maintained throughout all stages of manufacturing, storage and distribution, including service and repair, as applicable and required by global regulations and standards.

Policies

[Code of Conduct – Quality Policy](#)

World Quality Week

Solventum celebrated our second World Quality Week in 2025, with the theme “*Quality: Think Differently.*” The week featured global sessions with leaders and experts, local site activities and interactive discussion to reinforce the cultural importance of quality for all employees globally. Topics included innovation in quality and leveraging artificial intelligence, building a culture of quality, and linking quality to trust, safety and health outcomes.

Governance

The Science, Technology and Quality Committee of the Board of Directors is responsible for providing general oversight of the significant scientific and technological aspects of our R&D and business development activities, including overseeing the quality and regulatory aspects of our R&D programs and risk management in areas of product quality and safety.

Product safety and stewardship

Strategy and actions

Solventum products are developed considering the full product life cycle. Our processes include a holistic review of product safety, global compliance and responsible chemical management to minimize negative health, safety and environmental impacts — from raw material selection and product design, to manufacturing and recycling and disposal.

A cross-functional global team of experts prioritizes health and safety, materials compliance and environmental stewardship attributes when evaluating product characteristics. This review includes human health and environmental toxicology, electrical and mechanical safety and other applicable market considerations beyond drug and device compliance, including chemical control and extended producer responsibility requirements. Environmental and health and safety assessments were completed for 100% of new products introduced to the market in 2025.

Designing for sustainability

In 2025, Solventum launched a cross-functional **Design for Sustainability** survey within the New Product Introduction (NPI) process, where new products are screened for sustainability features — such as recycled packaging, reduced emissions and life cycle impact — during both business case and launch phases.

Read more about this new process [here](#). ↗

Responsible chemicals management

Our Managed Substance Policy and Process demonstrates Solventum’s commitment to responsible chemicals management. Through this process, we ensure specific chemicals are evaluated to drive proactive, risk-based evaluation and decision-making on use. This emphasis is beyond routine safety and compliance and focused on hazard and risk minimization as defined by the European Commission’s concept of “Essential Use.” This concept limits the most harmful chemicals to applications necessary for health, safety or critical societal functioning, provided no acceptable alternatives exist.

PFAS minimization

We’re committed to minimizing the use of per- and polyfluoroalkyl substances (PFAS) in products wherever feasible, guided by our robust Managed Substance Policy and Process and the EU’s “Essential Use” principle. This strategy encompasses the identification and evaluation of chemicals of interest, confirmation of safety and compliance, risk assessment and the exploration of PFAS alternatives. Read more about PFAS minimization [here](#). ↗

By the end of 2025, we successfully reduced PFAS-containing SKUs by approximately 63% from baseline levels at spin-off (April 1, 2024). This was accomplished through reformulation, product discontinuation and divestiture. Currently, PFAS use is primarily limited to industry-standard fluoropolymers in third-party purchased components, with additional reductions planned for 2026.

Product safety events

We’re committed to the safety of our products throughout their life cycle, as well as to taking corrective action when needed. Visit our [SASB index](#) ↗ for additional information on product safety events.

Animal welfare

The judicious use of laboratory animals in research and development of some of our products is required to meet our commitments. We look forward to the day when science has developed to the point where the use of animals is no longer required to establish the efficacy and safety of products. Until then, we’re committed to the use of alternatives to animals, when feasible, and subscribe to the recognized principles of replacement, reduction and refinement.

Policies

📄 [Code of Conduct – Product Quality, Safety and Stewardship](#)

🔗 [Animal Welfare Policy](#)

🔗 [Managed Substances Policy](#)

🔗 [Product Stewardship Policy](#)

Governance

The Science, Technology and Quality Committee of the Board of Directors is responsible for providing general oversight of the significant scientific and technological aspects of our R&D and business development activities, including overseeing the quality and regulatory aspects of our R&D programs and risk management in areas of product quality and safety. Our Product Stewardship Advisory Committee serves as a mechanism of escalation and communication to ensure cross-functional alignment to support product stewardship priorities including chemical-of-interest management and integration of emerging regulations into business processes.

Responsible procurement

We're committed to fostering partnerships with our suppliers that uphold the highest standards of reliability, quality and value — while advancing positive social and environmental outcomes. We seek suppliers who share our dedication to responsible business conduct and continuous improvement across our global supply chain.

Our procurement practices

Strategy and actions

We strive to ensure our suppliers use responsible business practices through robust policies, due diligence and risk assessments. Our global Due Diligence Management System aligns with the Organisation for Economic Co-operation and Development (OECD) Due Diligence Guidance and the UN Guiding Principles on Business and Human Rights. Our supply chain expectations, covering labor, health and safety, environment, ethics and other areas, are communicated through four key policies.

Our global supply chain encompasses over

15,000 suppliers

in 71 countries across 282 subcategories, playing a key role in our ability to solve customer needs and move healthcare forward.

Our [Code of Conduct](#) details our ethical standards and serves as our framework to guide us in our business practices. We expect our suppliers to share this commitment to compliance, responsibility and sustainability.

Our [Supplier Responsibility Code](#) communicates our expectations in the areas of labor, health and safety, environment, ethics and management systems. Topics covered include business integrity, anti-corruption, conflicts of interest, nondiscrimination and non-harassment, and freely chosen employment. The code is based on our corporate values for sustainable and responsible operations and aligns with the Ten Principles of the United Nations Global Compact.

The [2025 Solventum Modern Slavery Statement](#) describes our commitment to act ethically and with integrity in our business relationships and to maintain systems and controls to prevent human rights issues, such as forced labor, bonded labor, child labor and human trafficking.

Our commitment to human and workplace rights is outlined in our [Human Rights Policy](#).

Learn more about our commitment to [human rights](#).



Supplier expectations and due diligence

Strategy and actions

Conformance with the [Supplier Responsibility Code \(SRC\)](#) ^ℓ, stated in our supplier contracts and purchase order terms and conditions, is mandatory for all suppliers globally and applies to any material or service provided.

We expect suppliers to operate with the highest integrity and hold their vendors, contractors, subcontractors and agents accountable to comply with all applicable laws, rules and regulations. Solventum or our designated third-party providers reserve the right to evaluate, audit and inspect suppliers' facilities, operations and records at any time to confirm compliance. We encourage and expect our suppliers to periodically assess themselves and their suppliers for conformance.

Supplier risk assessments

We partner with a leading sustainable supply chain provider to continuously improve our suppliers' responsible business practices. Our Due Diligence Management System, managed by our Responsible Procurement team, guides our efforts to establish strong policies, identify and assess risks in the supply chain, design and implement strategies to respond to identified risks, audit our supply chain and report on supply chain due diligence activities.

Our Procurement Compliance team implements our supplier risk mapping, assessment and auditing program, with oversight by our Procurement leadership team and a cross-functional committee.

Our supply chain risk assessment process applies to all suppliers and prioritizes higher-risk suppliers identified by geography and relevant commodity categories. The assessment process begins with a self-assessment questionnaire (SAQ) aligned with our Supplier Responsibility Code requirements to evaluate supplier programs and practices.

Solventum or our third-party partners may conduct on-site assessments as part of a verification process for higher-risk suppliers or as a follow-up audit to SAQ responses. If noncompliance with the SRC is detected, we address deficiencies through a corrective action process, which may include additional audits. If a supplier is unable or unwilling to resolve any gaps or findings, the corrective action process leads to escalation to Procurement leadership. If the supplier is still unwilling to work on the gaps or can't resolve them in a reasonable amount of time, we may decide on alternative actions to elevate and resolve the situation, which may include terminating the business relationship.

We believe supplier education and capacity building are integral to our program and to improving supplier performance and assuring conformance to our policies. Our third-party partner provides multiple training courses within their e-learning platform along with training webinars. We continuously review and enhance our responsible procurement practices based on lessons learned, stakeholder engagement and benchmarking against industry standards.

Minerals procurement

Conflict-free supply chains are a core part of our Responsible Procurement program and [Supplier Responsibility Code](#) ^ℓ. Mining and processing of 3TG metals (tin, tungsten, tantalum or gold) in the Democratic Republic of Congo and adjoining countries has been linked to funding armed conflict or human rights abuses. We support the goals and objectives of Section 1502 of the Dodd-Frank Act, which requires public companies to determine the sourcing of conflict minerals used in their products and file an annual report disclosing any such use. We also adhere to the OECD Due Diligence Guidance for Responsible Supply Chain of Minerals from Conflict-Affected and High-Risk Areas and the UN Guiding Principles, and we comply with all relevant laws and regulations in the countries where we operate. We expect our suppliers to adhere with the requirements of applicable legal frameworks on conflict minerals and require documentation and evidence that the conflict minerals they source are conflict-free.

We are required to report on conflict minerals through a Specialized Disclosure Report to the U.S. Securities and Exchange Commission (SEC) annually. See our [Responsible Minerals Policy Statement](#) ^ℓ for more details.

Forest product procurement

Timber-based forest products pose potential risk of deforestation, forest degradation, free, prior and informed consent (FPIC) violations or unsafe labor practices. To positively influence practices throughout the forest product supply chain, we require suppliers to sign contract and purchase order (PO) terms stating that Solventum will only receive materials containing plant derivatives that are legally sourced, harvested and exported from their country of origin. Suppliers are expected to establish policies and management systems in compliance with applicable global laws, and to ensure their own suppliers also adopt these standards.

Governance

The Governance Committee of the Board of Directors periodically reviews and provides general oversight of Solventum's strategies related to current and emerging public policy, social responsibility, environmental, corporate citizenship and corporate governance issues and trends affecting our business. The Audit Committee of the Board of Directors reviews Solventum's compliance with all applicable laws and regulations related to sustainability.

Our Responsible Procurement program is supported by a structured governance framework, including annual leadership reviews and ongoing oversight of supplier-related risks to ensure alignment with the Supplier Responsibility Code expectations across our global supply chain.

Supply chain resiliency

Strategy and actions

We're committed to maintaining an agile and flexible supply chain focused on maximizing safety, quality, cost and service, while minimizing supply risk. In 2025, we identified climate-related financial risks and opportunities within our supply chain, and are integrating strategies that strengthen operational continuity and adaptability. Read more about our climate risk assessment [here](#). ↗

Our Global Supply Chain organization resiliency strategy focuses on three core pillars:

- **Proactive supply risk identification and planning** includes an annual global supply risk assessment that maps ~99% of materials used in the manufacturing of our products to their location of manufacture, helping to measure supplier performance and enabling us to respond to global events in real-time as part of our corporate crisis management process.
- **Operational flexibility** includes multi-sourcing for critical input raw materials, inventory and capacity solutions, digitization to provide real-time clarity on material risks and manufacturing flexibility, such as proactive capital planning.
- **Cross-functional collaboration** includes operational processes such as global planning, procurement, logistics and manufacturing.

We're dedicated to working with a broad spectrum of suppliers and small businesses across our supply chain. Supplier selections are based on merit, and in all cases we choose suppliers based on business needs.

Policies

- [Supplier Responsibility Code \(SRC\)](#)
- [Code of Conduct](#)
- [Human Rights Policy](#)
- [Solventum Modern Slavery Statement](#)
- [Responsible Minerals Policy Statement](#)

Solventum earns HIRC Diamond Level Resiliency badge

We were proud to receive the highest level of recognition from the Healthcare Industry Resilience Collaborative (HIRC), confirming the strength of our Medical Surgical supply chain and our ability to support patient care without interruption. This achievement reflects our commitment to exceptional performance in:

- **Integrated business planning:** Unifying data for agile decision-making
- **Global process ownership:** Ensuring consistency and visibility across our network
- **AI-enabled risk identification:** Proactively anticipating and adjusting to market risks
- **Supplier risk management:** Rigorously monitoring and mitigating supply chain vulnerabilities

Diamond Level status reinforces our promise to be a trusted, transparent partner, prepared to support our customers through both routine demand and unexpected challenges.

Governance

The Governance Committee of the Board of Directors periodically reviews and provides general oversight of Solventum's strategies related to current and emerging public policy, social responsibility, environmental, corporate citizenship and corporate governance issues and trends affecting our business. The Committee's oversight of enterprise risk management includes management and mitigation of potential supply-chain-related risks. The Audit Committee of the Board of Directors reviews Solventum's compliance with applicable laws and regulations related to sustainability.



Environmental stewardship

We care about the health of our planet and recognize it is interconnected with human health.

- 34 Environmental management
- 35 Climate
- 38 Product life cycle
- 45 Water and waste



Environmental management

Solventum is committed to achieving our vision of environmental, health and safety (EHS) excellence, as detailed in our [Environmental, Health & Safety Policy](#). We work to continuously assess our environmental impacts and prioritize our stewardship initiatives accordingly.

Strategy and actions

Our environmental initiatives aim to reduce our emissions, waste and use of nonrenewable natural resources, conserve energy and water and increase the reuse and recycling of materials. This focus on environmental stewardship is aligned with our mission to improve lives — for our employees, customers, communities and the patients we serve.

Assessments and compliance

Our EHS Management System provides a framework to manage risks and opportunities and outlines global requirements. It has been structured in accordance with International Organization for Standardization (ISO) 45001 and 14001 standards for occupational health and safety and environmental management systems.

Our [Code of Conduct](#) provides guidance on upholding ethical standards, including conserving resources and promoting sustainable practices.

We continuously evaluate opportunities to improve our performance by engaging with our sites to identify and manage environmental risks. We monitor compliance with external regulatory requirements and conformance to internal company standards through regular assessments.

Solventum sites follow our EHS Management System to verify compliance with both external regulatory requirements and internal operational requirements, minimize our environmental footprint and achieve our environmental objectives. Over 75% of our manufacturing sites, where we fully control the operations, are certified to the ISO 14001 environmental management standard, which is the internationally recognized standard for environmental management systems.

Training

Based on Solventum’s global requirements, each of our sites is responsible for implementing environmental education and training requirements for employees, contingent workers, contractors and partners, as well as conducting proactive hazard and risk recognition assessments.

Policies

[Code of Conduct](#)

[Environmental, Health & Safety Policy](#)

Governance

The Audit Committee of the Board of Directors provides general oversight of Solventum’s environmental, health and safety matters. The committee reviews Solventum’s compliance with all applicable laws and regulations related to environmental, health and safety.

Environmental management is also a standard topic at quarterly business reviews led by senior leaders, where individual sites present leading and lagging key performance indicators (KPIs), environmental performance updates and discussion of opportunities to address challenges and drive continuous improvement.

Climate

As a global healthcare company, we recognize that the health of the planet and human health are interconnected. We also recognize that our focus on operational efficiency, as well as engagement with suppliers, including in areas such as materials sourcing and transportation, can lead to reductions in fossil-based energy use and a decrease in the related generation of carbon emissions.

Strategy and actions

We've taken important steps to establish commitments and to embark on initiatives that can help mitigate the effects of climate change. Our efforts, taken collectively with those of other businesses, organizations and governments around the world, can help to minimize climate change-related disruptions to our operations, suppliers and patients. Our commitments also support important climate goals established by our customers.

Our climate strategy is informed by the results of our double materiality assessment and climate risk assessment and is aligned with our climate goals. Our strategy addresses emissions and climate-related impacts across key areas of our value chain and [product life cycle](#). ↗

Climate risk assessment

In 2025, Solventum conducted a comprehensive climate-related financial risk assessment. The objective of this assessment was to evaluate the vulnerability of our enterprise to climate change by identifying significant risks and opportunities across the value chain, and quantifying their potential financial impacts on our business segments.

Over the course of our assessment, we:

- Conducted internal stakeholder interviews across functions, including Sustainability, Procurement and Risk Management
- Benchmarked against peer disclosures and regulatory frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD) and CDP (formerly known as the Carbon Disclosure Project)
- Developed a scoring methodology aligned with our Enterprise Risk Management (ERM) framework to assess financial materiality
- Mapped climate-related risks to strategic business impacts, including revenue, operations and resilience under various climate scenarios

We identified several high-priority risks, including customer preferences for sustainable products, regulation of existing products and services, carbon pricing mechanisms, and operational and supplier disruption. We also noted opportunities around product innovation and savings from energy efficiency and renewables.

The identification of these risks and opportunities has informed our strategic approach. More information on climate risk can be found in the [TCFD index](#). ↗

Governance

Our Governance Committee periodically reviews and provides general oversight of Solventum's strategies related to current and emerging public policy, social responsibility, environmental, corporate citizenship and corporate governance issues and trends affecting our business. Our Audit Committee provides general oversight of the reported metrics related to Solventum's sustainability and stewardship activities and our environmental, health and safety matters. Our Audit Committee also reviews Solventum's compliance with applicable laws and regulations related to sustainability, environmental and product stewardship, and environmental, health and safety.

Our enterprise leadership team — comprised of our CEO and direct reports, including our chief legal affairs officer — reviews and approves Solventum's enterprise-level environmental, social and governance (ESG) strategy, including public-facing climate targets and related risks and opportunities. Our chief sustainability officer (CSO) chairs a cross-functional ESG & Sustainability Advisory Committee. This committee is responsible for reviewing and aligning on Solventum's ESG strategy and risk mitigation efforts, including the approval of ESG priorities, goals and initiatives. The CSO works with enterprise risk management (ERM) and strategy teams to ensure consideration of climate-related risks.

Our board receives periodic updates from the CSO on key ESG matters.

Climate goals

- **Solventum commits to reaching net-zero GHG emissions across the value chain by 2050.** We commit to reducing absolute Scope 1, 2 and 3 GHG emissions 90% by 2050 from a 2021 baseline.⁽¹⁾
- **By 2030, Solventum commits to reducing absolute Scope 1 and Scope 2 market-based GHG emissions by 54.4% from a 2021 baseline** (aligned to 1.5°C temperature increase). As part of this target, we commit to sourcing 100% renewable electricity across worldwide operations by 2030.
- **By 2030, Solventum commits to reducing absolute Scope 3 GHG emissions⁽²⁾ by 22.5% from a 2021 baseline and enabling suppliers covering 60% of emissions from purchased goods and services** (Category 1) to set science-based targets (aligned to 2°C temperature increase).

Scope 1 and 2 market-based emissions reduced by

42.2%
since 2021

Scope 3 emissions⁽²⁾ reduced by

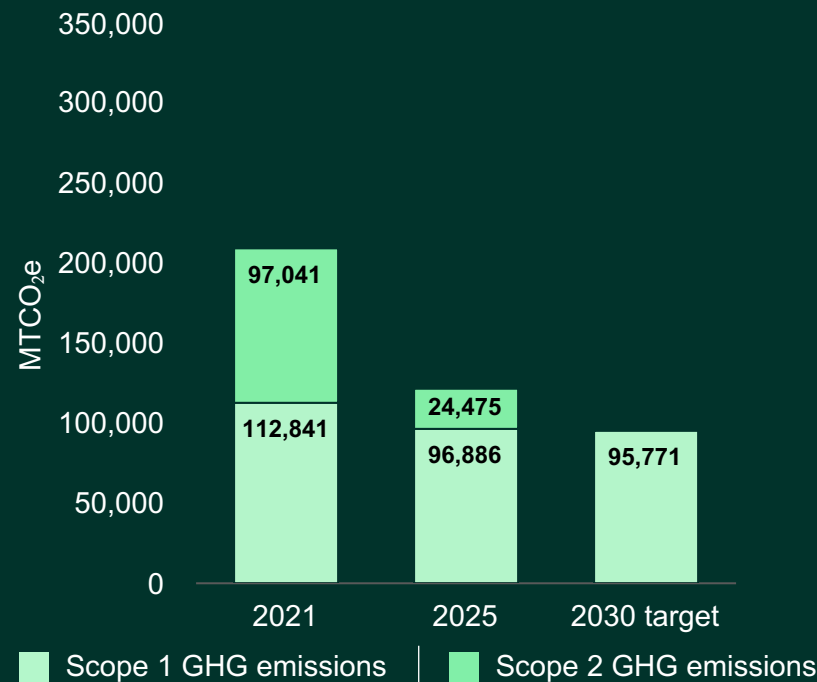
6.5%
since 2021

Sourced

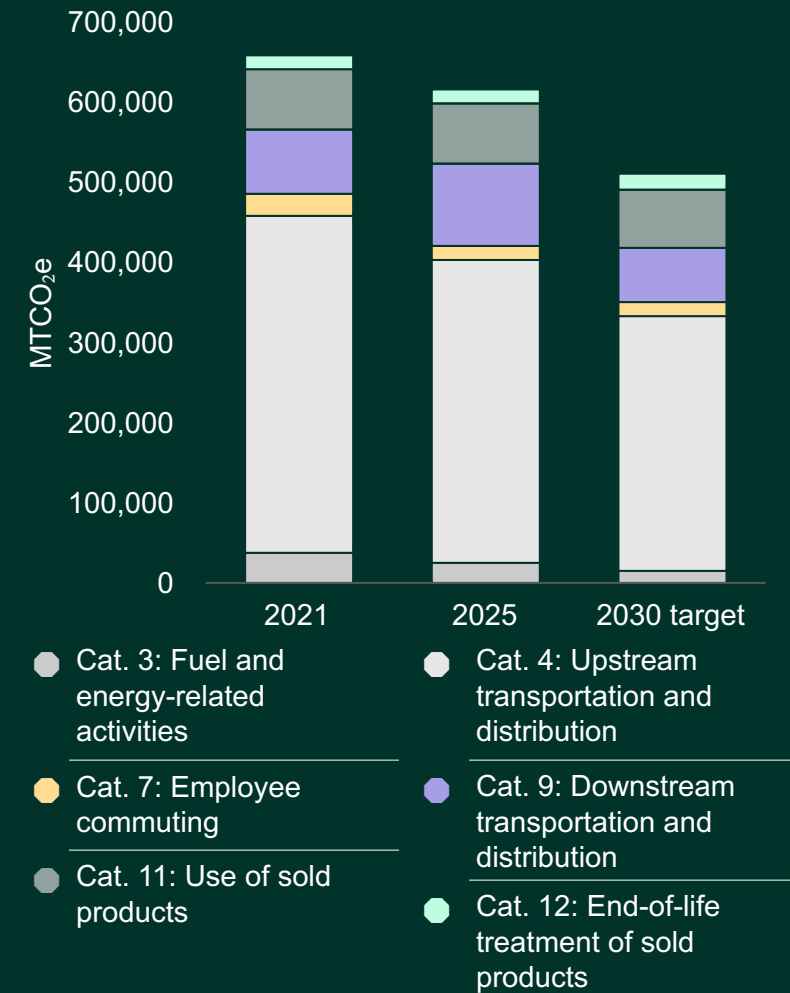
82%
renewable electricity⁽⁴⁾
across global operations

55.2%
of purchased goods and services (Category 1) emissions associated with suppliers who have committed to science-based targets⁽⁵⁾

Scope 1 and 2 GHG targets and progress⁽³⁾



Scope 3 GHG targets and progress⁽³⁾



⁽¹⁾ In line with our commitment to reach net-zero emissions by 2050, we intend to submit targets to the Science-Based Targets initiative (SBTi) for validation. Solventum uses 2021 as a baseline year for our GHG emissions because this baseline accurately reflects the operations that comprised Solventum upon separation from 3M. We follow the GHG Protocol Corporate Accounting and Reporting Standard: Revised Edition as amended by the Scope 2 Guidance in recognition that divested businesses may have climate impact prior to becoming their own entity.

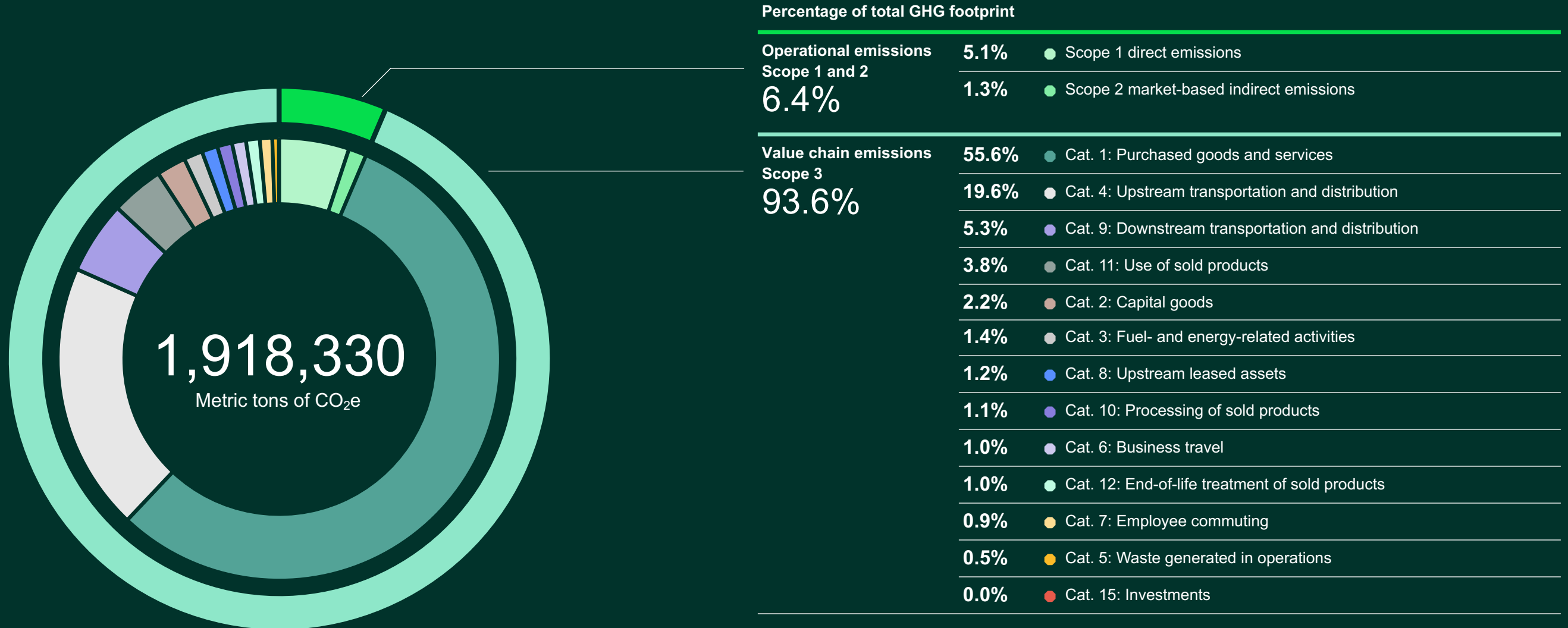
⁽²⁾ Scope 3 absolute reduction goal includes Category 3: fuel and energy-related activities; Category 4: upstream transportation; Category 7: employee commuting; Category 9: downstream transportation; Category 11: use of sold products; and Category 12: end-of-life treatment of sold products as defined by the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard and supplemented by the Technical Guidance for Calculating Scope 3 Emissions.

⁽³⁾ In accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard as amended by the Scope 2 Guidance and supplemented by the Corporate Value Chain (Scope 3) Accounting and Reporting Standard, methodologies, assumptions, and data sources used to quantify GHG emissions may be refined or updated period over period due to i) improvements in data availability or data quality, ii) enhanced calculation methodologies or emission factors, (iii) changes in supplier-specific information, (iv) improvements to emission factor data and availability, (v) corrections of prior period errors or misstatements, (vi) changes in Solventum's business and operations. In 2025, Solventum sold our P&F business, triggering a recalculation of the company's 2021 base year GHG emissions (Scope 1, Scope 2 location-based, Scope 2 market-based and all reported categories of Scope 3). In updating base year GHG emissions, we have adjusted our 2030 climate targets accordingly. We plan to submit updated targets to the SBTi for validation in 2026. In addition, in September 2025, Solventum completed the acquisition of Acera. Based on our current assessment, the acquisition has had an immaterial impact on our GHG emissions.

⁽⁴⁾ Renewable electricity coverage is done on a market-based basis and includes the procurement and retirement of geographically matched renewable energy certificates (RECs).

⁽⁵⁾ Science-based targets refer to greenhouse gas emissions reduction targets that are consistent with the scale and pace of decarbonization required to limit global temperature increase in line with the goals of the Paris Agreement under the United Nations Framework Convention on Climate Change.

Solventum's 2025 GHG footprint



Product life cycle

We recognize that product and packaging design and life cycle are material factors with regard to environmental impact, particularly as they relate to resource use, waste generation and GHG emissions. Shifting customer expectations for more sustainable products also present a climate-related transition risk and opportunity, influencing market demand and long-term competitiveness.

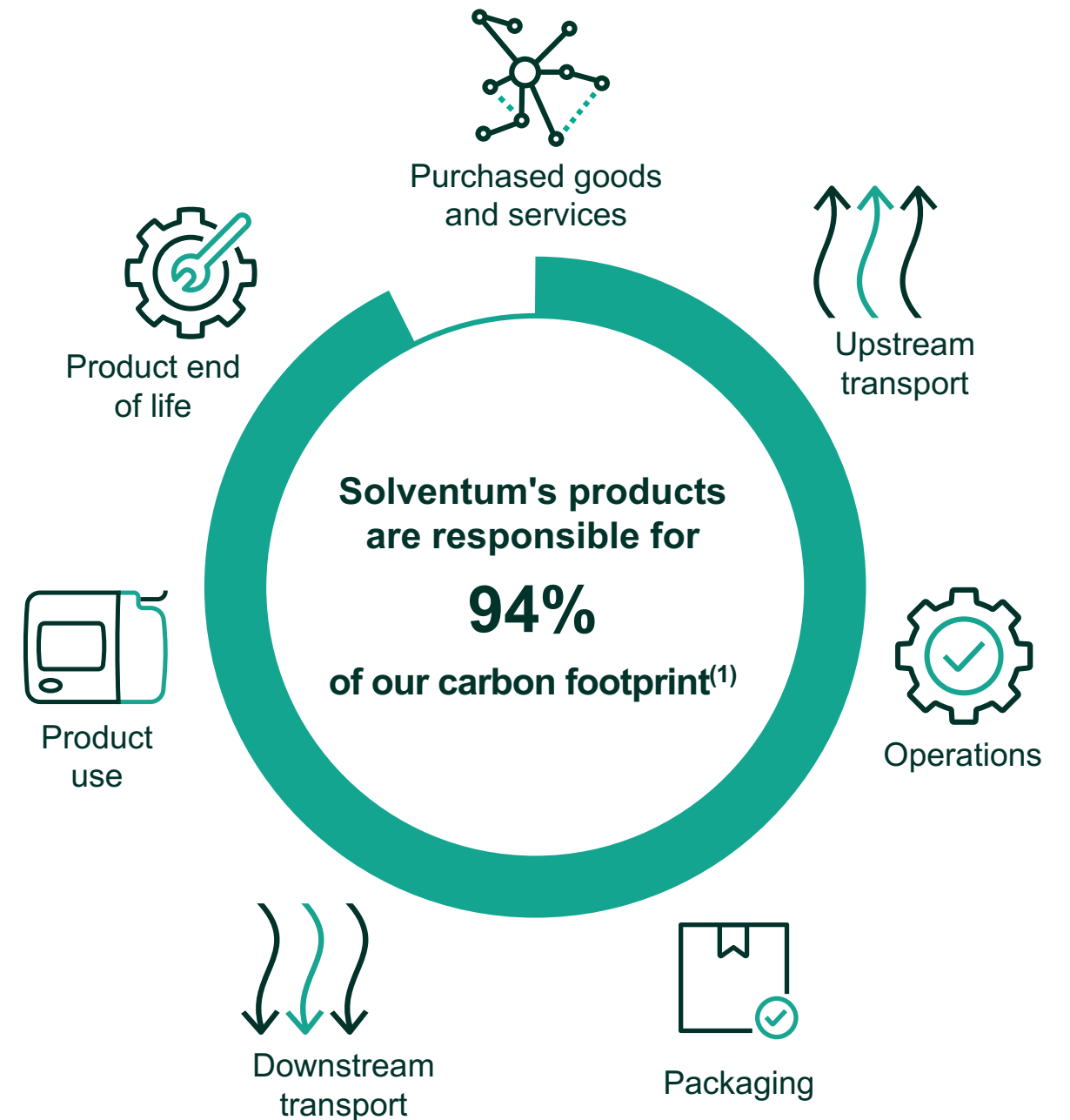
Product innovation

In 2025, we introduced a Design for Sustainability survey into our New Product Introduction (NPI) process. Going forward, 100% of new product introductions will be screened during both the business case and launch phases, allowing us to:

- Track planned and implemented sustainability features across product lines
- Embed climate-conscious design considerations earlier in the product life cycle, from concept to commercialization
- Identify opportunities for improvement, ensuring prioritized products align with our sustainability commitments

Beyond product design, this process creates valuable insights for our organization. It helps us identify where teams need more support to integrate sustainability and enables the collection and sharing of successful business cases across the company. Early results show strong engagement across business units with planned projects incorporating features such as recycled packaging materials and design of products that reduce customer waste and improve product longevity. These steps position Solventum to meet customer expectations, regulatory requirements and our own climate goals — while driving innovation that benefits people and the planet.

Since many Solventum products are regulated medical devices, specific regulatory requirements may limit the materials that can be used in manufacturing and production. Some of our products require plastic packaging components to avoid risk of contamination and ensure patient safety.



⁽¹⁾ Percentage includes Scope 1 direct emissions and Scope 2 indirect market-based emissions as well as the following Scope 3 categories: Category 1 (purchased goods and services), Category 3 (fuel and energy-related activities), Category 4 (upstream transportation), Category 7 (employee commuting), Category 9 (downstream transportation), Category 11 (use of sold products), and Category 12 (end-of-life treatment of sold products).

Purchased goods and services



Supplier engagement

Purchased goods and services continue to be the largest contributor to Solventum’s upstream footprint, accounting for ~55.6% of Scope 3 emissions. To reduce our footprint, we’re engaging suppliers through commitments and climate disclosures aligned to the Science-Based Targets initiative (SBTi). We’ve also created a supplier engagement program to obtain actual emissions figures from suppliers and to encourage them to set their own science-based targets for GHG emissions reduction.

In 2025, Solventum has made strong progress in engaging suppliers, with 55.2% of purchased goods and services (Category 1) emissions associated with suppliers who have committed to science-based targets.

Data centers

We have implemented a “cloud first” strategy for computing and storage. We utilize the services of global third-party partners — including Amazon Web Services and Microsoft — that claim they are greater than 90% more energy efficient than other cloud storage solutions.

We recognize the growing emissions footprint of data centers, especially as AI and other technologies increase energy demand. We will continue to work with partners committed to renewable energy and efficient operations and will evaluate opportunities to further reduce our indirect impact.

Upstream and downstream transportation



To address our upstream and downstream transportation footprint, our Logistics team collaborates with Solventum partners to optimize routes, increase load efficiency and transition to lower-emission transport modes where possible.

We employ a wide range of strategies to drive emission reductions in upstream and downstream transport. These include stringent approval processes for air shipments to limit the number of orders transported by air and collaboration with key logistics partners that share our commitment to driving sustainability and emissions reductions. We also employ transportation strategies, such as reducing shipment frequency, optimizing trailer utilization and increasing the use of more environmentally friendly transport modes.

We are also streamlining our central distribution and connected network structures to minimize transport distances, reduce fuel consumption and lower emissions, while improving routing, mode selection and load utilization to optimize transportation efficiency. These efforts collectively contribute to reducing our environmental impact and advancing our commitment to more sustainable logistics.

In 2025, Category 9 downstream transport emissions increased by approximately 29% from 2021. This increase was primarily due to the enterprise resource planning (ERP) system implementation, which required short-term reliance on air freight to ensure timely fulfillment of customer orders.

Employee commuting

We offer flexible work arrangements and regional commuting strategies to reduce emissions associated with employee travel. Employee commuting emissions are calculated directly from our flexible work program, which provides visibility into employee work patterns, such as days on-site and remote designations.

Shared goals, sustainable progress

FIEGE is a key logistics partner for Solventum, supporting us with supply chain and distribution, especially in Europe. FIEGE’s Zuelpich logistics center is powered with

100%

renewable electricity

40%

of which is generated from onsite solar panels.

FIEGE is also committed to reaching net zero alongside Solventum by 2050.

Improving logistics

In 2025, Solventum collaborated with a customer to consolidate deliveries from direct store shipments to delivery at a single customer distribution center. As a result, the average transport distance for shipments managed by Solventum was reduced from approximately 1,000 km to 450 km. Based on distance-based modeling using standard emission factors, this consolidation is estimated to reduce Scope 3 Category 4 transportation emissions associated with Solventum-managed shipments to this customer by up to 50% per kilogram shipped relative to the prior delivery configuration.⁽¹⁾

⁽¹⁾ This estimate reflects modeled scenarios and doesn’t include emissions associated with customer-managed distribution from the distribution center to individual retail locations. Actual emissions impacts may vary depending on shipment characteristics, routing, vehicle type and operating conditions. Emissions estimates are calculated using distance-based activity data and standard emission factors for medium- and heavy-duty trucking.

Operations



To reduce our operational climate impact, our manufacturing and fleet leaders work to understand our decarbonization levers and prioritize investment in projects and capital expenditures to deliver operational GHG reductions. We use a range of decarbonization methods, including energy efficiency, electrification and renewable energy credits.

Energy efficiency

Each Solventum manufacturing site is expected to develop, document and implement an annual EHS plan that incorporates considerations to reduce the site’s environmental impact, such as identifying ways to reduce energy and water consumption. We continue to advance sustainability across our manufacturing sites through strategic energy management practices, ISO-based assessments and targeted infrastructure projects. In 2025, pilot sites began implementing ISO 50001-compatible Energy Management Systems, laying the foundation for enterprise-wide rollout planned by 2028.

Pujiang site honored with Green Development Pioneer Award

On August 15, the Solventum Pujiang site in China received the Green Development Pioneer Award, recognizing its outstanding commitment to energy conservation and emission reduction. This honor, presented by the local government, marks a significant milestone in the site’s journey toward more sustainable operations.

The award celebrates this site’s innovative practices and measurable impact in reducing its environmental footprint (including the installation of on-site solar and real-time energy data monitoring), setting a benchmark for green excellence in the region.

Fleet efficiency

Our corporate fleet accounts for approximately 27% of our Scope 1 emissions. We’re exploring options to reduce the overall size of our fleet, as well as incorporating electric and hybrid vehicles where feasible. Through informed discussions with our vendors, employees and work councils, we’re creating a fleet conversion strategy that prioritizes transition based on market maturity.

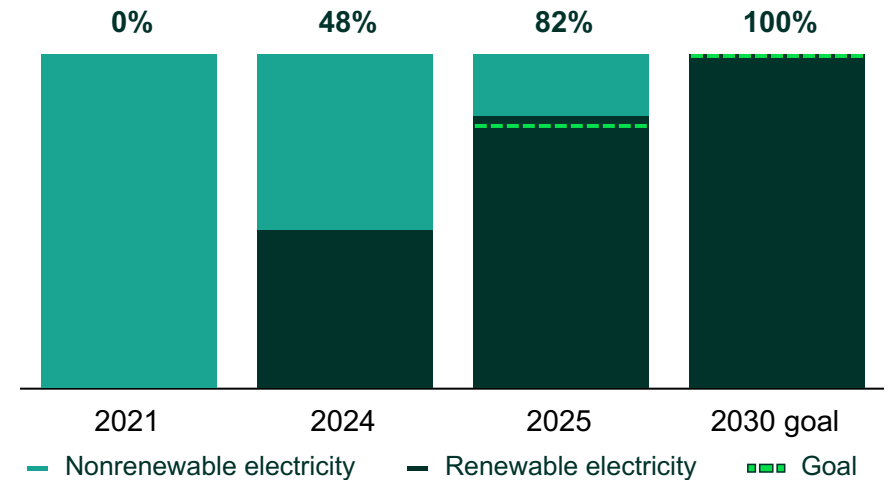
In 2025, we advanced our fleet strategy by launching a global employee fleet policy, enabling our teams to consistently deploy fleet efficiency measures across our operations.

Renewable electricity

In October 2024, we announced our commitment to source 100% renewable electricity across global operations by 2030. The achievement of this goal will lead to an estimated 46% reduction in Scope 1 and 2 GHG emissions by 2030, compared to a 2021 baseline, delivering a carbon reduction equivalent to removing 21,000 cars from the road.

To meet our goal, we plan to source renewable electricity through a combination of utility contracts and Energy Attribute Certificates, while continuously reviewing capital installation projects for solar and wind power capabilities. Additionally, we continuously evaluate a range of options to help expand renewable electricity where demand is expected to grow, especially as AI and other emerging technologies increase energy needs.

Solventum’s renewable electricity journey



As of 2025, 17 Solventum sites across the United States, Germany, Ireland, Poland and China have transitioned to 100% renewable electricity coverage on a market-based basis through the procurement and retirement of geographically matched renewable energy certificates (RECs), accounting for 82% of our total electricity consumption and meeting our 80% target for 2025.

Our site in Kamen, Germany, which produces Bair Hugger™ Warming Blankets, Tegaderm™ dressings, Coban™ compression products and medical tapes, uses

100%

renewable electricity⁽¹⁾ from hydropower sources and is ISO 5001 compliant.

⁽¹⁾ Based on electricity purchased through renewable electricity certificates. Claim applies to Scope 2 electricity use only; does not include on-site combustion or total energy use.

Packaging



In addition to refining packaging designs to increase efficiency, our packaging engineers strive to increase the amount of recycled content and recyclable materials without compromising performance or functionality. Whenever feasible, we prioritize the use of recyclable materials and seek alternatives to single-use plastics.

A sustainability toolkit provides support to packaging engineers during the design process to help them select more sustainable materials. Our packaging priorities include:

- **Product protection:** Design every package to optimally protect the product from point of manufacture to point of use.
- **Efficient packaging:** Minimize the amount of material used. Optimize cube utilization at all pack levels. Eliminate unnecessary packaging.
- **Promote circular packaging:** Design packaging to be reusable, recyclable and/or made with renewable resources. Maximize recycled content of packaging materials.

Our packaging engineers analyze and refine packaging designs to be as efficient as possible. This includes minimizing material usage and optimizing package layout on pallets, which streamlines logistics and, in certain cases, helps reduce our carbon footprint.

By employing innovative techniques and new technology, we strive to deliver packaging solutions that meet or exceed industry standards for sustainability and safety. We comply with all regulations affecting structural package development and solutions.



Reducing the use of virgin materials

Solventum continues to make progress on sustainability by integrating recycled materials into our packaging designs, reducing reliance on virgin materials. The 3M™ Tegaderm™ CHG product family sold in the US, Canada and EMEA are packaged in cartons made from 100% recycled content paperboard with at least 35% post-consumer recycled content.⁽¹⁾

Additionally, the 3M™ Filtek™ Easy Match Restoratives paper packaging is made with 100% recycled paperboard product, made from 100% pre-consumer recovered wastepaper.

⁽¹⁾ Applies only to the primary carton used for products 1657, 1658, 1659, 1660, 1664 and 1665. It does not apply to bulk configurations of these products, which do not use the same carton materials.



Reducing single-use plastic

In 2025, Solventum completed a key packaging milestone at its Kamen, Germany, facility, with all hospital tape products now leaving the site packaged with paper-based separation sheets. This milestone concludes a targeted initiative to eliminate virgin-plastic-based separation sheets placed between layers of tape rolls to prevent sticking, replacing them with paper-based alternatives containing 40% post-consumer recycled content. The 2025 project transitioned the final two remaining SKUs and is estimated to remove an additional 6,000 kilograms of plastic from hospital waste streams.⁽²⁾

⁽²⁾ This change reflects a material substitution and does not imply recyclability, compostability or a full life cycle environmental benefit.



Minimizing materials use

As part of our product and packaging design strategy, Solventum is transitioning from paper Instructions for Use (IFUs) to electronic IFUs (eIFUs). This initiative supports our environmental goals by reducing paper consumption and aligns our communication methods with modern practices. We are embedding digital information delivery directly into our products to ensure the continued safe and effective use of our solutions, all while complying with regulatory requirements.

In 2025, this strategy avoided the use of approximately 170,000 kilograms of paper through the incorporation of scannable codes on select product packaging that provide digital access to instructions. Based on industry-average conversion factors, this change is estimated to reduce approximately 227 metric tons of CO₂e from upstream paper processing (Category 1 emissions). Looking forward, we are developing a standardized model for eIFU design and implementation, which we plan to roll out in 2026. This effort reflects our commitment to applying thoughtful, practical solutions to improve processes for our customers and our business.

Product use



Reducing product use emissions presents unique challenges. Our devices are safety-critical and highly regulated; modifications to improve energy efficiency must maintain clinical performance and undergo rigorous validation and regulatory review. As a result, improvements often depend on longer innovation cycles and advancements in enabling technologies.

Healthcare emissions are significantly influenced by the overall intensity of patient care pathways, including operating room time, inpatient bed days and treatment of complications. By supporting clinical outcomes that reduce the risk of infections and contribute to a patient’s reduced length of stay, our solutions may help lower the total carbon intensity of a patient’s episode of care. Enabling patients to recover sooner can also reduce associated resource use.

To address product use emissions, we advance product efficiency where feasible and align performance to support improved clinical outcomes that may have a total system impact.



Prevena™ Therapy

Prevena Therapy has demonstrated risk reduction across multiple surgical specialties in a number of studies, including a 2023 multispecialty meta-analysis that reported a statistically significant 47% reduction in surgical site infections (SSIs) compared to standard-of-care dressings (Cooper et al., 2023⁽¹⁾) (65 studies; p<0.001).⁽²⁾

Reducing the incidence of SSIs in clinical practice may help reduce the emissions associated with SSI management. NHS England analyses estimate that managing a single SSI is associated with approximately 580 kg CO₂e⁽³⁾, which is roughly equivalent to the carbon sequestered by about nine tree seedlings grown for ten years.⁽⁴⁾

⁽¹⁾ The effectiveness of Prevena Therapy in reducing the incidence of surgical site infections in all surgical procedures and populations has not been demonstrated. See full indications for use and limitations at eifu.solventum.com.
⁽²⁾ Cooper HJ, Singh DP, Gabriel A, Mantyh C, Silverman R, Griffin L. “Closed Incision Negative Pressure Therapy versus Standard of Care in Reduction of Surgical Site Complications: A Systematic Review and Meta-analysis.” *Plastic & Reconstructive Surgery-Global Open* 11(3):p e4722, March 2023.
⁽³⁾ This estimate is derived by modeling the per episode share of total annual SSI-related emissions reported in NHS England analyses. Actual environmental impact reductions will vary depending on clinical practice, patient outcomes and site-specific factors.
⁽⁴⁾ Carbon equivalencies provided by US EPA Carbon equivalencies calculator.



V.A.C.® Therapy

Early initiation of Negative Pressure Wound Therapy (within the first 2 days) has been shown to reduce ICU stays from 12.4 days to 5.3 days⁽⁵⁾, improving patient outcomes and lowering resource use.

Based on modeled estimates, this reduction in resource intensity may contribute to avoiding up to 1 metric ton of CO₂e per patient.⁽⁶⁾ This is the equivalent of the carbon sequestered by 1 acre of forest per year.⁽⁷⁾

⁽⁵⁾ Kaplan, Mark, Darron Daly, and Stephen Stenkowski. “Early intervention of negative pressure wound therapy using vacuum-assisted closure in trauma patients: impact on hospital length of stay and cost.” *Advances in Skin & Wound Care* 22, no. 3 (2009): 128-132.
⁽⁶⁾ Gaetani, Melany, Elizabeth Uleryk, Camilla Halgren, and Christina Maratta. “The carbon footprint of critical care: a systematic review.” *Intensive Care Medicine* 50, no. 5 (2024): 731–745. Environmental impact estimates are based on internal modeling using average ICU energy published in
⁽⁷⁾ Actual results may vary by facility and patient condition. Carbon equivalencies provided by US EPA Carbon equivalencies calculator.

Product end-of-life



Solving for circularity

As we continuously work to solve for our customers, we seek to develop products that can be reused, repaired or recycled where appropriate. Our service centers extend the life of products through expert repairs and ongoing maintenance, while our recycling partners help recover valuable materials and reduce waste. Through these programs, we create pathways for products to serve patients longer and materials to be reclaimed responsibly.

As part of our strategy, Solventum offers a recycling program in the United States and Canada for our Solventum™ Prevena™ 125 Therapy Units and Solventum™ Prevena Plus™ 125 Therapy Units after use. In 2025, we launched the Prevena recycling program in the United Kingdom, with a plan to expand to top sales markets in Europe in 2026.

3M™ Attest™ Steam Clear Challenge Packs

Our clear challenge pack enables visual inspection of key indicators without opening the pack. This transparent, easy-to-use design may reduce process challenge device (PCD) waste by up to 82% by weight compared to the 3M™ Attest™ Super Rapid Steam Clear Challenge Packs.⁽¹⁾

⁽¹⁾ "Waste" refers only to the weight of discarded product and packaging. This is not an environmental impact claim. Comparison assumes equivalent use per sterilization cycle. Other factors like recyclability, emissions or life cycle performance are not included. Supporting data available upon request.

Reducing waste through repair

From November 2024 through October 2025, approximately 49.5% of ActiV.A.C.™ Therapy Units refurbished at our Athlone Service Center were repaired using components reclaimed and rebuilt from other ActiV.A.C.™ Therapy units. These components were recovered through a documented teardown and testing process, supporting our circular design strategy focused on extending product life and reducing material waste.⁽²⁾

⁽²⁾ This claim is based on internal refurbishment records and applies to units processed at our Athlone facility between November 2024 and October 2025. "Circular design" refers to our internal strategy to extend product life through component reuse and responsible material recovery. This program is currently operational at our Athlone facility. Supporting documentation available on request.



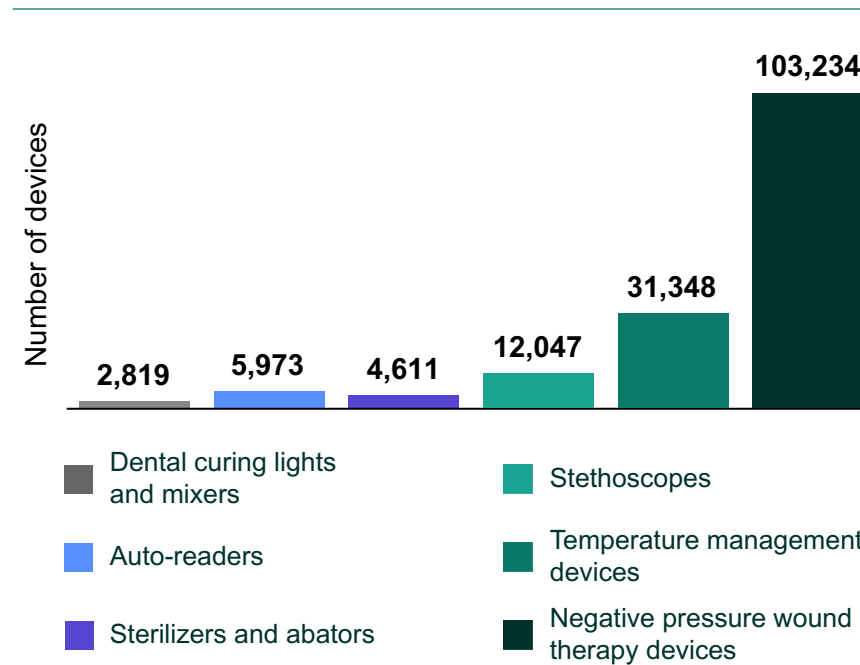
Product longevity

Our long legacy of performing global repair and maintenance services extends the lifespan of devices, keeping products in working order as long as possible. Where products cannot be reused or kept in circulation, we focus on designing for recyclability and supporting responsible material recovery.

Our global network of more than 480 Solventum and third-party service and repair centers maintains and repairs 40 different Medical Surgical and Dental Solutions product models throughout the products' life cycles. For example, our Healthcare Service Center in Oakdale, Minnesota, supports and repairs more than 25 different models, establishes global repair processes and distributes over 525,000 parts annually. Overall, the centers aim for a turnaround time of less than five days once they receive the product in need of repair.

Solventum's Negative Pressure Wound Therapy (NPWT) rental model plays a pivotal role in advancing our circularity strategy by reducing waste, extending product life cycles and minimizing environmental impact where possible. Our rental model is designed to deliver high-touch, on-site service that supports clinician confidence and provides consistent, high-quality product availability across acute care facilities. The rental business is integrated with our repair and recycle programs, which allows for devices to be maintained, refurbished and reused wherever possible. This closed-loop servicing model is supported by a network of about 120 centers across the United States and Canada.

2025 global repair center volume



Policies

 [Product Stewardship Policy](#)

Refurbishing for product longevity

More than 40% of our serviceable Bair Hugger™ 775 warming units have been professionally cleaned, serviced and refurbished — extending their useful life beyond eight years⁽¹⁾. This supports our commitment to product longevity and resource efficiency through repair and refurbishment.

⁽¹⁾ Percentage based on actual installed units eligible for service and refurbishment. Actual lifespan depends on device usage, maintenance practices and clinical setting. Refurbishment includes cleaning, part replacement, functional testing and recertification to performance standards.

Water and waste

Water

Strategy and actions

Solventum is committed to water stewardship throughout our operations. Water plays an important role in our ability to operate, including raw material production, product manufacturing, cleaning, cooling and sanitation.

Solventum assesses water stress annually for manufacturing sites where we have 100% operational control using the World Resources Institute’s Aqueduct Water Risk Atlas 4.0. In addition, we track water withdrawal at the site level. Each site is responsible for developing, documenting and implementing an annual EHS plan using our EHS Management System Standard framework that includes examining how and where we use our water resources.

To protect water resources, we’ve implemented a Water Management Standard to analyze industrial wastewater and stormwater from our global sites each quarter. The data informs our environmental management decisions and identifies opportunities for water quality improvement.



Learn more about our [water metrics](#).

Policies



[Environmental, Health & Safety Policy](#)

Recovering valuable materials from wastewater

Solventum’s manufacturing plant in Seefeld, Germany, uses a dedicated process, in partnership with an audited and authorized waste management company, to send specific platinum-containing waste and wastewater streams to an authorized facility for metal recovery.

Based on internal 2024 operational data on file for this site, this process enabled approximately 9 kg of platinum and 16 kg of silver contained in these streams to be processed via this recovery route.⁽¹⁾

⁽¹⁾ Recovery rates may vary depending on production volumes and wastewater composition.

Governance

The Audit Committee of the Board of Directors provides general oversight of Solventum’s environmental, health and safety matters. The committee reviews Solventum’s compliance with all applicable laws and regulations related to environmental, health and safety.

Environmental management is also a standard topic at quarterly business reviews led by senior leaders, including presentation of KPIs, environmental performance updates and discussion of opportunities to address challenges and drive continuous improvement.

Reviews of Solventum’s Water Management Standard are conducted with senior leadership on an annual basis. This helps to identify opportunities for additional mitigation strategies or technology investments to continuously improve water quality performance.



Waste

Strategy and actions

Solventum strives to reduce waste generation in our operations, products and packaging. Waste generation is tracked at the site level. Each site is responsible for developing, documenting and implementing an annual EHS plan using our EHS Management System Standard framework, which includes waste minimization efforts to reduce the amount and hazard of waste materials generated, and to recycle or reuse materials whenever practical. We encourage our manufacturing sites to share projects and best practices for reducing waste during quarterly leadership review meetings. Solventum has agreements with waste disposal companies to manage waste responsibly and in accordance with regulatory requirements.

➔ Learn more about our [waste metrics](#).

Reducing waste through product design

Since the launch of Clarity™ Aligners in 2018, Solventum has implemented sustainability initiatives that reduced resin use in the 3D-printed models used for global aligner production by 30%⁽¹⁾, decreasing the amount of plastic waste generated during manufacturing.

⁽¹⁾ Resin-reduction percentage is calculated from internal Clarity Aligners production data and represents manufacturing-stage material use. Downstream disposal impacts are not included in this calculation.

Policies

[Environmental, Health & Safety Policy](#)

Internal Global Waste Management Standard

Governance

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Environmental management is also a standard topic at quarterly business reviews led by senior leaders, including presentation of KPIs, environmental performance updates and discussion of opportunities, including those related to waste, to address challenges and drive continuous improvement.

Governance and accountability

We care about doing things the right way. We uphold high ethical standards and act with honesty and integrity to win with excellence.

- 48 Sustainability governance
- 49 Enterprise risk management
- 49 Ethics and compliance
- 53 Political engagement
- 53 Cybersecurity and data privacy
- 54 Artificial intelligence



Sustainability governance

Solventum’s Board of Directors oversees our strategic and business planning process and has general oversight of our overall sustainability strategies, goals and results. Our Board also reviews and assesses management’s approach to addressing significant risks facing our company. The Board meets quarterly and its committees are tasked with specific oversight responsibilities. Our CSO provides periodic updates to the Board and its committees on sustainability matters.

Our governance structure



Our Governance Committee periodically reviews and provides general oversight of our company’s strategies related to current and emerging public policy, social responsibility, environmental, corporate citizenship and corporate governance issues and trends affecting our business, including political contributions by the company and shareholder engagement.

Our Audit Committee provides general oversight of the reported metrics related to Solventum’s sustainability and stewardship activities and Solventum’s environmental, health and safety matters, including those included in this report. The committee reviews our company’s compliance with applicable laws and regulations related to sustainability, environmental and product stewardship, and environmental, health and safety.

Our governance priorities



Corporate governance

We prioritize ethical practices and winning the right way.



Innovation management

We invent responsibly to enhance well-being, improve operational efficiency and lead a rapidly evolving industry.



Corporate Code of Conduct

Our high standards were established to promote the welfare of all and uphold public trust in our contributions to the healthcare industry.



Enterprise risk management

Across our organization and around the world, we methodically monitor and address potential threats to our strategic objectives.



Stakeholder management

We align with regulatory bodies, community needs and trusted business partners to deliver on our mission of enabling better, smarter, safer healthcare to improve lives.

To learn more about our Board of Directors and its committees, visit our [2026 Proxy Statement](#) and [governance website](#).

Enterprise risk management

We identify and address risks facing our organization to promote business continuity, improve efficiency in our operations and inform our strategies and decision-making.

Solventum’s Internal Audit organization oversees enterprise risk management by providing an independent and objective assessment of our organization’s risk profile. Solventum’s internal general auditor, who directly reports to the Audit Committee, assesses our major risks in consultation with management and the Board, and reviews with the Governance Committee the steps taken to monitor and mitigate enterprise risks on a quarterly basis. Each committee shares information about its risk responsibilities and oversight with the full Board. Additionally, a readout of enterprise risk management is provided to the full Board on an annual basis.

Our enterprise risk management approach informed our double materiality assessment process.

 Learn more in our [Annual Report on Form 10-K filed with the SEC](#).

Ethics and compliance

We act with integrity and provide safe, effective and innovative products and services to help our customers and company thrive. Our ethics program includes all elements of an effective compliance program and prioritizes honesty and fairness in our operations. All employees worldwide are expected to act with high ethical standards and follow our Code of Conduct and internal policies, as well as applicable government regulations where we operate.

Strategy and actions

Code of Conduct

Our [Code of Conduct](#) outlines our commitment to high ethical standards, legal compliance and the stewardship of Solventum’s values. The code — available in 17 languages — serves as the ethical bedrock of our organization, creating an inclusive workplace and guiding how we do business. It covers a range of topics, from respectful work environment, to human rights, to conflicts of interest.

The section on anti-bribery explicitly states that we don’t engage in unethical business using bribes, kickbacks or other corrupt payments and that we comply with the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act and local anti-corruption laws that apply to Solventum. We have internal anti-bribery and conflicts of interest policies. We also promote ethical behavior through training, reinforcing communications and awards and global engagement during our annual compliance week activities.

Our business partners are expected to share our commitment to conducting business with integrity and to operating in a manner consistent with the standards identified in our Code of Conduct. This includes an expectation to provide compliance awareness training to necessary staff, raise concerns over potential noncompliance and openly participate in audits to validate that business operations are conducted in compliance with local laws and regulations.

Solventum’s inaugural Ethics & Compliance Week celebrated the power of integrity, transparency and speaking up — empowering employees to protect what matters most and advance our shared purpose.

Speak up culture

Solventum encourages all employees to ask questions, raise concerns and report potential violations of our Code of Conduct. We provide feedback channels that allow employees to share experiences, express needs and offer insights, and we have established multiple avenues to report misconduct. Anonymous reporting is available where permitted by law. To report a concern, employees can contact:

- Managers or supervisors
- Human Resources
- Solventum Legal Affairs team
- Solventum Ethics & Compliance
- Solventum Corporate Audit Department
- [SolventumEthics.com](https://www.solventumethics.com) 

Leaders play a pivotal role by setting a positive example, fostering an open environment for questions and concerns, and addressing issues appropriately. In addition, members of our Ethics & Compliance department work across our organization to raise awareness about our Code of Conduct and ethics and compliance policies, standards and procedures.

Solventum takes all reported concerns about business conduct seriously. A team of experienced investigators reviews each concern thoroughly and conducts an investigation when necessary. We maintain the confidentiality of all reported concerns in accordance with legal requirements and in the best interest of the organization and those involved. We do not tolerate retaliation for anyone who raises a genuine concern and educate employees on our non-retaliation stance, which is part of our Code of Conduct.

Violations of our Code of Conduct or any related policies, standards and procedures are addressed promptly, with appropriate consequences that may include disciplinary action, up to and including termination. These measures help ensure accountability and maintain the integrity of our ethical framework.

Compliance training

Our comprehensive compliance training program comprises a range of mandatory online training courses, available in multiple languages, that cover key areas of our compliance program. Employees are assigned training based on their role and areas of responsibility, with courses including both e-learning and live training opportunities. Solventum’s training courses include topics such as conflicts of interest, anti-retaliation, and anti-bribery and anti-corruption. On-time completion rates are tracked by our Ethics & Compliance department, and full participation is encouraged through a series of reminders to the employee, their immediate supervisors and senior leaders.

Employees are assigned certain core compliance trainings. For example, all employees are required to complete the Code of Conduct course upon hire and then annually thereafter.

Instilling trust through our speak up culture

Our Ethics & Compliance department measures the health of our “speak up” culture by monitoring the number of calls to our reporting system and the anonymous call rate. A high call rate indicates employees are proactive in raising potential concerns and feel comfortable engaging through Solventum’s established channels.

We’re proud that our call rate exceeds the 2025 benchmark of 1.5 reports per 100 employees, published by Navex, a company that hosts the world’s largest database of employee incident reports, when compared to companies in the same industry, size and geographic footprint. Our anonymity rate is lower than published benchmarks, indicating a high level of trust in our investigation process.





Human rights

Solventum is committed to upholding human and workplace rights in all our operations globally. Our [Human Rights Policy](#) outlines our expectations and underscores basic tenets of respect for the dignity and worth of all individuals and the provision of equal opportunity. The policy covers:

- **Safe and healthy workplace:** Assuring that Solventum provides a safe and healthy workplace to all employees, and that our workplace complies with applicable laws, regulations and policies
- **Respectful work environment:** Prohibiting unlawful discrimination and harassment and assuring that all employees and anyone doing business with Solventum are treated with respect
- **Workplace security:** Maintaining a workplace that is free from violence, harassment, intimidation or other unsafe or disruptive conditions
- **Work hours and wages:** Complying with all applicable laws and regulations relating to wages, work hours, break time(s), overtime and benefits
- **Freedom of association:** Respecting the ability of employees to choose whether or not to join unions and engage in collective bargaining, as permitted by applicable laws in the countries where Solventum does business

- **Child labor:** Complying with all applicable laws and regulations relating to hiring minors. Solventum applies a minimum hiring age of 15, except as required by local law. Our sites and operations are expected to have a procedure for verifying the age of employees at the time of hire.
- **Forced labor:** Prohibiting the use of all forms of forced labor, including indentured labor, bonded labor, military labor, slave labor and any form of human trafficking

We are committed to complying with all laws regarding labor, employment and human rights, and taking appropriate steps to maintain compliance within our business and supply chains, including respecting workers' freedom of association.

We comply with U.S. Federal Acquisition Regulation 52.222-50, which prohibits human trafficking, including slavery, servitude, forced and compulsory labor, and coercion to induce a commercial sex act or to procure the same.

Supplier expectations

We expect our suppliers to share our commitment to maintaining compliant, responsible, safe and sustainable operations and practices. This includes upholding the human rights of workers and treating them with dignity and respect. Human trafficking and forced-labor-related provisions are included in Solventum's requirements for suppliers.

See [Responsible procurement](#) for additional information.



Integrity in sales and marketing

We build trust with our customers and business partners by leading with honesty and integrity in everything we do. We are committed to representing Solventum’s products and services in an accurate and ethical manner. We strive to ensure that any promotional materials are truthful and provide a balanced presentation of risks and benefits.

Our employees regularly interact with healthcare professionals as we collaborate to solve their toughest challenges. To support our reputation as an organization that acts with integrity and within the boundaries of the law, we’ve set reasonable requirements, limits, boundaries and prohibitions for these interactions through our policies that are aligned with industry association codes, such as the Advanced Medical Technology Association’s (AdvaMed) Code of Ethics and MedTech Europe’s Code of Ethical Business Practice. Employees receive training and reinforcement communications regularly on these subjects, and key controls are routinely monitored.

↓ For additional information on working with healthcare professionals, see our [Code of Conduct](#).

Policies

↓ [Code of Conduct](#)

🔗 [Human Rights Policy](#)

[Internal Education Grants Policy](#)

[Internal Charitable Contributions Policy](#)

Governance

Solventum’s executive leadership promotes ethical standards within the organization, ensuring a strong operational compliance program. Our chief compliance officer interacts quarterly with leadership, sharing valuable insights and ensuring strategic alignment. With this support, Solventum identifies new or evolving risks and develops strategies to prevent, detect and respond to ethics and compliance-related issues. The Board of Directors receives regular compliance updates from Solventum’s chief compliance officer regarding the effectiveness of Solventum’s compliance program.

Sustainability training

In 2025, our MedSurg business commercial teams across Europe participated in structured training on Solventum’s sustainability strategy. This initiative included the launch of a multi-module training series. In future years, we plan to expand this program with function-specific product training to support responsible customer engagement.

Political engagement

Strategy and actions

Solventum is an active member of the communities where we live and work. This includes our participation in public policy and legislative advocacy, or lobbying, on issues that affect our business. Solventum maintains an internal corporate policy guiding interactions with government officials. We comply with all applicable lobbying and campaign finance laws and maintain internal controls to ensure appropriate oversight of expenditures.

Where allowed, we participate in political giving and comply with local reporting requirements. In the United States, our Solventum Political Action Committee (PAC) reports political giving in accordance with U.S. federal reporting requirements. Detailed information on Solventum’s U.S. PAC contributions can be found at the Federal Election Commission (FEC) reporting.

Governance



The Governance Committee of the Board of Directors periodically reviews and provides general oversight of Solventum’s strategies related to current and emerging public policy, social responsibility, environmental, corporate citizenship and corporate governance issues and trends affecting our business.

Cybersecurity and data privacy

Strategy and actions

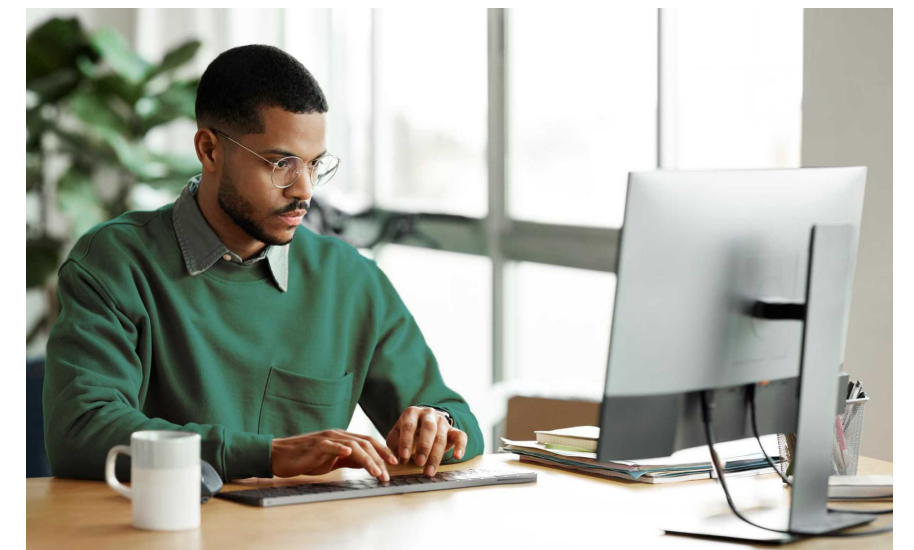
Solventum maintains technical, physical and organizational measures designed to protect the confidentiality, security and integrity of personal data, health data and confidential corporate data. Data protection measures include, but are not limited to, adoption of encryption tools and role-based access controls. In addition, when Solventum collects, maintains, accesses, uses or discloses personal data (such as Protected Health Information as defined by the Health Insurance Portability and Accountability Act), we do so using systems and processes consistent with information privacy and security requirements under applicable federal, state or international laws.

We also mitigate vendor risk by following a third-party assessment standard that applies to all vendors doing business for or with Solventum. The standard helps provide assurance that third parties and their subcontractors have sufficient controls designed to properly safeguard Solventum information. All third parties with access to Solventum’s computing environment must be regularly assessed through the third-party security assessment process to ensure they meet security requirements to access our networks.

-  Learn more about cybersecurity in our [Annual Report on Form 10-K, Item 1A – Risk Factors and Item 1C – Cybersecurity](#).
-  Learn more about data privacy on our [Global website privacy statement](#).

Governance

The Audit Committee of the Board of Directors is responsible for the oversight of cybersecurity-related risks. The Audit Committee regularly receives reports from our chief information security officer (CISO), informed by comments from our chief information and digital officer (CPO) and other members of management, on cybersecurity threat risk management, including security posture improvements, results from third-party assessments, identified risks and progress toward risk-mitigation-related goals. The full Board receives a report from our CISO and other members of management at least annually.



Artificial intelligence

At Solventum, we harness the power of artificial intelligence (AI) to transform how we innovate and deliver care. By enabling smarter, more personalized care, we empower teams and partners to reach more patients and drive better outcomes.

Strategy and actions

In our operations and across our solutions, Solventum is committed to using AI safely, fairly and ethically. We recognize the power of AI to boost our performance, efficiency and innovation. There are two aspects to our AI-driven solutions: organizational productivity and customer-focused tools.

We know that using AI comes with responsibilities, and we design our solutions to be secure and compliant, with safety and service at the core of everything we deliver. We access customer data strictly to enable product functionality, in compliance with applicable laws and our internal AI Policy, to protect our operations and our customers.

We are advancing the use of AI in healthcare by embedding responsible practices into our AI life cycle. This involves prioritizing computational efficiency, optimizing model architecture and using energy-aware training methods. To ensure transparency and fairness, we deploy standard methods and metrics to validate and monitor our models for bias.

Organizational productivity

By using advanced technologies to automate routine tasks and optimize our supply chain, we streamline our operations so we can focus on what matters most: improving lives.

We're pushing boundaries with generative technologies and AI agents to accelerate product development and solve complex challenges with greater precision. This innovation allows us to bring new solutions to market faster, driving continuous improvement across our business and helping clinicians and patients achieve better outcomes.

Customer-focused tools

Our enterprise-wide AI strategy focuses on harnessing the capabilities of AI not only to optimize internal operations and improve overall efficiency, but also to enhance product innovation, specifically within our HIS business segment. From revenue cycle management to AI-powered clinical documentation solutions, we aim to reduce barriers like location and cost to make healthcare more accessible and efficient.

We leverage advanced technologies including AI-driven automation, machine learning, natural language understanding (NLU), predictive analytics and speech recognition to drive improvements in clinical documentation, coding, revenue cycle management and quality outcomes. AI-powered platforms enable real-time feedback loops, address documentation gaps and deliver insights to the right person at the right time.

Innovating through AI

A key area where we're making a meaningful impact is in streamlining the complexities of the revenue cycle. This year, we established a partnership with an industry leader in revenue cycle management to introduce a first-of-its-kind AI-driven autonomous coding solution that supports every medical specialty, including inpatient services.

By combining our decades of coding expertise with their operational scale, **we can help hospitals reduce administrative burden, improve claim precision and strengthen denial prevention.** This collaboration empowers providers to focus more on patient care while ensuring financial accuracy and compliance, paving the way for improved healthcare outcomes.

Policies

Our AI strategy is operationalized through a suite of policies and procedures, including our internal Use of AI Policy, AI Playbook, AI Incident Response Policy, AI Risk Framework and AI Governance Playbook. Additionally, Solventum’s AI Governance Intake and Registry process serves as a centralized tracker for how we assess and use AI technology across the company. These tools guide teams in documenting AI use cases, conducting bias and performance assessments and ensuring compliance with data governance standards.

Empowering informed decisions

Solventum HIS develops and maintains proprietary, clinically-based patient grouping and classification methodologies to help healthcare organizations manage data, ensure accurate reimbursement and improve outcomes. Rooted in decades of clinical expertise and powered by AI and Natural Language Processing (NLP), these grouping systems help states and nations alike uncover data and trends to inform important decisions around care, funding and more.

In 2025, the Mississippi Division of Medicaid expanded a more than \$490M patient safety improvement program, powered by Solventum methodologies, to promote key themes and needs within pediatric, maternal, adult, disabled and low-income elder health. The methodologies help the state analyze patient populations, including high-risk groups, to incent reductions in potentially preventable hospital readmissions and inpatient complications, and reduce avoidable acute care visits following ambulatory procedures.

Governance

Overall responsibility for ensuring compliance with Solventum’s AI policy is assigned to Solventum’s senior vice president of AI and innovation, supported by the vice president of AI, who oversees our AI Governance Council. This council is led by representatives from our AI and Cybersecurity teams, with the remaining members being functional stakeholders from Privacy, Legal and Enterprise Risk Management teams.

Oversight of AI-related risks and opportunities is embedded within our broader corporate governance structure. The Audit Committee periodically reviews, and obtains reports or discusses with senior management, as applicable, information technology networks, including cyber security and artificial intelligence, and systems and related policies and internal controls.

In addition to technical reviews, the AI Governance Council conducts risk, privacy and legal reviews and evaluates business success to ensure AI initiatives meet organizational benchmarks and ethical standards. AI success metrics are tracked at an enterprise level to measure performance against defined benchmarks.



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Metrics

The metrics presented in this section of the report exclude P&F and Acera operations unless otherwise noted. Historical values have been recalculated to reflect this exclusion.

Employee demographics ⁽¹⁾	2025	2024	Boundary, scope and commentary
Employees by region			
Asia-Pacific (APAC)	2,722	2,694	Data as of Dec. 31. Includes temporary and regular, full-time and part-time active employees (excludes employees on leave of absence and paid leave).
Europe, the Middle East and Africa (EMEA)	4,782	4,876	
Latin America (LATAM)	2,098	1,871	
United States and Canada (USAC)	10,608	10,849	
Global employees (headcount) total	20,210	20,290	
Part-time / full-time total by gender			
Part-time female	284	336	Data as of Dec. 31. Includes temporary and regular employees (excludes employees on leave of absence and paid leave). Within our HR system, gender can be marked as female, male, not declared or left blank.
Part-time male	63	85	
Full-time female	9,274	9,288	
Full-time male	10,562	10,555	
Not declared/left blank	27	26	
Global gender distribution			
Female	47.3%	47.4%	Data as of Dec. 31. Includes temporary and regular, full-time and part-time employees. Within our HR system, gender can be marked as female, male, not declared or left blank.
Male	52.6%	52.4%	
Not declared	0.1%	0.1%	
Age distribution			
<30	11.0%	11.5%	Data as of Dec. 31. Includes temporary and regular, full-time and part-time employees.
30-50	59.0%	58.3%	
>50	30.0%	30.2%	

Employee demographics ⁽¹⁾	2025	2024	Boundary, scope and commentary
Contingent workers			
APAC	329	316	Data as of Dec. 31. This data includes headcount of contingent hourly/daily nonemployees, defined as a person employed and compensated by a third-party staffing agency or supplier to perform work for Solventum for a predefined timeframe.
EMEA	345	404	
LATAM	82	69	
USAC	740	788	
Total	1,496	1,577	
Board of Directors gender distribution			
Female	50.0%	50.0%	Data from Solventum Proxy Statement published on March 27, 2026.
Male	50.0%	50.0%	
U.S. parental leave			
Female parental leave	134	149	2025 numbers represent the number of individuals on leave, and may include individuals who left on leave in 2024 and came back in 2025. Some employees on leave in 2025 may return in 2026.
Male parental leave	193	210	
Undeclared	1	2	
Total	328	361	
U.S. return to work			
Female employees returned	138	108	2025 numbers may include individuals who left on leave in 2024 and came back in 2025.
Male employees returned	189	171	
Undeclared	1	2	
Total	328	281	
Employee turnover rate			
Total (%)	12.2%	8.5%	Data as of Dec. 31. Total turnover includes voluntary turnover and all other forms of turnover (e.g., termination as a result of restructuring, termination for poor performance and retirements). Includes temporary and regular, full-time and part-time employees.

⁽¹⁾ Employee demographics data presented in this report may not align with figures disclosed in financial filings due to differences in data cut-off dates or timing of data collection. Where attainable and justified employee demographic metrics are rounded to the nearest whole number while ratios are rounded to the first decimal.

Employee health and safety	2025	2024	Boundary & scope ⁽²⁾
Global lost time incident rate	0.24	0.22	Rates calculated include employee and contingent worker injury and illness data tracked in our EHS Management System. These rates are determined based on 200,000 hours per OSHA reporting guidelines. The hours worked are reported by manufacturing sites, and where not reported, are estimated by headcount. Hours estimated by headcount assume 2,000 hours worked per active employee and exclude employees on leave or suspension.
Global recordable incident rate	0.53	0.59	
Global recordable incident rate by category			
Contact with object, equipment	0.18	0.16	Rates calculated include employee and contingent worker injury and illness data tracked in our EHS Management System. These rates are determined based on 200,000 hours per OSHA reporting guidelines. The hours worked are reported by manufacturing sites, and where not reported, are estimated by headcount. Hours estimated by headcount assume 2,000 hours worked per active employee and exclude employees on leave or suspension.
Ergonomics	0.13	0.21	
Exposure, biological agent	0	0	
Exposure, chemical	0	0.01	
Miscellaneous	0.05	0.02	
Noise exposure	0.02	0.04	
Slip, trip, fall	0.13	0.12	
Transportation accident	0.03	0.03	
Work-related fatalities			
Solventum employees	0	0	Rates calculated include employee and contingent worker injury and illness data tracked in our EHS Management System. These rates are determined based on 200,000 hours per OSHA reporting guidelines. The hours worked are derived from our financial reporting headcount, excluding employees on leave and assuming 2,000 hours worked per headcount employee.
Solventum contract employees	0	0	
Total	0	0	

⁽²⁾ Solventum employees with injuries at sites where 3M has operational control would count as 3M recordable injuries and not be included in this table. 3M employees with injuries at sites where Solventum has operational control will be included as Solventum recordable injuries as they are considered contingent workers. Where attainable and justified metrics are rounded to two decimal places (hundredths). As a result, totals may not exactly match the sum of individual rounded values.

Energy ^{(3), (4), (5)}	Metric units	2025	2021	Boundary, scope and commentary
Electricity consumption				
Renewable electricity*	MWh	180,801	56,117	Renewable electricity includes both (i) the direct purchase and consumption of electricity generated from renewable energy sources and (ii) the purchase of Renewable Energy Certificates (RECs) as contractual instruments.
Nonrenewable electricity*	MWh	39,798	196,656	
Total electricity consumption	MWh	220,599	252,773	
Renewable electricity goal progress	% of total electricity use	82.0	22.2	Goal: We commit to source 100% renewable electricity across worldwide operations by 2030.
Other energy consumption				
Natural gas*		234,535	325,135	Solventum uses natural gas for heating as well as for other purposes at manufacturing sites.
Steam*	MWh	—	—	Solventum does not purchase steam from third-parties for use.
Fuel oil #1, #2, #6*	MWh	—	3,428	Solventum does not currently use fuel oil in its operations.
Propane*	MWh	37	295	Solventum uses propane at select manufacturing sites for forklift and onsite vehicles.
Gasoline and diesel*	MWh	96,643	95,352	Includes stationary sources including diesel generators as well as mobile sources including Solventum's onsite and offsite vehicle fleet. For certain vehicles, exact fuel consumption holds a degree of uncertainty. As a result, Solventum leverages estimations based upon known fuel spend or mileage data in order to maintain a representative figure.
Jet fuel*	MWh	10,707	—	As part of Solventum's continual improvement efforts in our data calculation and sustainability accounting program, it was identified that certain flights consuming jet fuel fell within Solventum's operational boundary and therefore should be reflected both in Solventum's Scope 1 GHG emissions and Solventum's energy consumption. This operational control began in 2024.
Hot water*	MWh	—	95	Solventum does not currently source externally generated hot water in our operations.
Coal*	MWh	—	—	Solventum does not use coal in our operations.
Total other energy consumption	MWh	341,922	424,304	
Total energy consumption*	MWh	562,521	677,077	This metric includes both electricity consumption and other energy consumption.
Energy intensity (normalized to million dollars of net sales)	MWh per net sales (MM \$USD)	67.4	94.0	Calculated based on total energy consumption. For 2025 sales, see Annual Report on Form 10-K . ⁶ 2021 net sales from 3M Form 10 Registration Statement for Planned Spin-Off of Health Care Business as Solventum filed on Feb. 20, 2024.

⁽³⁾ Solventum selected an organizational boundary based on the company's operational control. For manufacturing sites, Solventum's facility managers utilize invoices, facility meters, and site reports to capture energy consumption values, which are aggregated over the reporting period for purposes of calculating Solventum's energy consumption. Where actual energy consumption was not available at manufacturing sites, Solventum estimates consumption using other available data, such as previous consumption at the site or regional estimation factors using the average consumption per square foot at similar sites. For non-manufacturing facilities, Solventum estimated energy consumption using the US Energy Information Agency (EIA) Commercial Buildings Energy Consumption Survey (CBECS) 2018 energy consumption per square foot factor. Where attainable and justified energy metrics are rounded to the nearest whole number while ratios are rounded to the first decimal.

⁽⁴⁾ The 2021 base year energy metrics were amended, triggered by structural changes since the initially reported values, including the divestiture of Solventum's Purification and Filtration business in 2025, in accordance with the GHG Protocol which requires recalculation of the base year when a structural change, change in methodology, or other matter has a 5% or greater impact on the base year metrics, or at the discretion of management if the impact is less. Given this structural change and impact to Solventum's energy and greenhouse gas related metrics and targets, Solventum has elected to exclusively present the base year and current year values to most clearly and accurately portray Solventum's change in energy consumption and greenhouse gas emissions without the Purification and Filtration business. The 2025 acquisition of Acera Surgical (Acera) was not included in our calculations due to the timing and size of the acquisition. See Solventum's 2025 10-K report for further details on this divestiture.

⁽⁵⁾ For sites located within multi-tenant buildings where sub-metering is not available, Solventum's share of the total building consumption is estimated based on the square footage that Solventum occupies.

⁽⁶⁾ 2021 and 2025 values have been assured by ERM Certification Verification Services Incorporated ("ERM CVS"). Total assured Scope 3 emissions are 1,766,766 mtCO₂e for 2021 and 1,774,189 mtCO₂e for 2025. This includes Categories 1, 2, 3, 4, 7, 9, 10, 11, and 12 as depicted above. The ERM CVS Independent Assurance Report is provided in this report.

Greenhouse gas emissions ^{(3), (4), (5), (6)}	Metric units	2025	2021	Boundary, scope and commentary
Scope 1 and 2				
Scope 1 emissions (direct)*	Metric tons CO ₂ e	96,886	112,841	<p>Scope 1 GHG emissions primarily consists of natural gas and gasoline with the remainder consisting of refrigerants, jet fuel, diesel, and propane as well as biogenic emissions for CH₄ and N₂O. Estimation methodologies associated with these sources can be seen within the Energy Consumption table above.</p> <p>The majority of the reported CO₂e emissions included in the reporting boundary are CO₂ with the remaining being composed of CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃.</p> <p>Solventum's emission factors are derived from the 2024 US Environmental Protection Agency (USEPA) Emission Factor Hub and the 2024 UK Department of Environment and Rural Affairs (DEFRA) UK Government GHG Conversion Factors for Company Reporting. The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>
Scope 2 location-based emissions (indirect)*	Metric tons CO ₂ e	89,424	93,488	<p>Scope 2 Location-Based Method ("LBM") GHG emissions includes purchased electricity. Solventum did not consume purchased steam, heating, or cooling, nor did Solventum sell electricity, steam, heating, or cooling. Estimation methodologies associated with these sources can be seen within the Energy Consumption table above.</p> <p>The majority of the reported CO₂e emissions included in the reporting boundary are CO₂ with the remaining being composed of CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃.</p> <p>Solventum's emission factors are derived from the 2024 USEPA Emissions and Generation Resource Integrated Database (eGRID) and the 2024 International Energy Agency (IEA) Emission Factor Database. The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>
Scope 2 market-based emissions (indirect)*	Metric tons CO ₂ e	24,475	97,041	<p>Scope 2 Market-Based Method ("MBM") GHG emissions includes purchased electricity. Solventum did not consume purchased steam, heating, or cooling, nor did Solventum sell electricity, steam, heating, or cooling. Estimation methodologies associated with these sources can be seen within the Energy Consumption table above.</p> <p>The majority of the reported CO₂e emissions included in the reporting boundary are CO₂ with the remaining being composed of CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃.</p> <p>The Scope 2 MBM emissions utilize various environmental attributes from Renewable Energy Certificates ("RECs") purchased on the open market, purchased through an energy service provider or associated virtual power purchase agreements ("VPPAs"). Solventum adjusts its Scope 2 MBM emissions as recommended by the GHG Protocol Scope 2 Guidance by treating the underlying power associated with the attributes as null power in the calculation of Scope 2 MBM emissions.</p> <p>Where available, Solventum utilizes emission factors provided directly by Solventum's utility providers. Where this data is not available, Solventum utilizes residual mix emission factors or regional grid factors as applicable.</p> <p>Solventum's emission factors are derived from the 2024 USEPA Emissions and Generation Resource Integrated Database (eGRID), the 2024 International Energy Agency (IEA) Emission Factor Database, the 2024 Environment Canada National Inventory Report 1990-2022: Greenhouse Gas Sources and Sinks in Canada, the 2024 Australian Government National Greenhouse Gas Accounts Factors, the 2024 Association of Issuing Bodies (AIB) CADv2024, and various supplier specific emission factors including those identified by purchased contractual instruments. The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>

⁽⁶⁾ Where attainable and justified GHG metrics are rounded to the nearest whole number while ratios are rounded to the first decimal.

Greenhouse gas emissions ^{(3), (4), (5), (6)}	Metric units	2025	2021	Boundary, scope and commentary
Absolute Scope 1 and Scope 2 market-based emissions (indirect)*	Metric tons CO ₂ e	121,361	209,882	
GHG intensity (normalized to million dollars of net sales)	Metric tons CO ₂ e per net sales (MM \$USD)	14.5	29.0	Calculated based on Scope 1 and Scope 2 market-based GHG emissions. For 2025 sales, see Annual Report on Form 10-K. 2021 net sales from 3M Form 10 Registration Statement for Planned Spin-Off of Health Care Business as Solventum filed on Feb. 20, 2024.
Scope 1 and 2 market-based goal progress	% reduction from 2021 baseline	42.2	—	Goal: Reduce absolute Scope 1 and Scope 2 market-based GHG emissions by 54.4% by 2030 from a 2021 baseline. In 2025, Solventum sold our P&F business, triggering a recalculation of the company's 2021 base year GHG emissions (Scope 1, Scope 2 location-based, Scope 2 market-based and all reported categories of Scope 3). In updating base year GHG emissions, we have also adjusted our 2030 climate targets accordingly, including revising our Scope 1 and 2 target from 46% to 54.4% by 2030.
Biogenic carbon dioxide emissions	Metric tons CO ₂	28	28	Biogenic CO ₂ emissions includes operational sources such as biofuel.

Greenhouse gas emissions ^{(3), (4), (5), (6)}	Metric units	2025	2021	Boundary, scope and commentary
Scope 3 - Upstream emissions				
Category 1 (purchased goods and services)*	Metric tons CO ₂ e	1,067,051	996,714	<p>Scope 3, Category 1 includes all upstream (i.e., cradle-to-gate) emissions from the production of products purchased or acquired by Solventum in the reporting year. Products include both goods (tangible products) and services (intangible products). Solventum uses the spend-based method as defined by the GHG Protocol to calculate this category. To do this, Solventum uses global spend data as an input to this category. Certain spend types are removed from reporting prior to calculation of emissions. This exclusion includes spend that is out of scope for this category, such as spend that is considered as part of another Scope 3 category or other spend that is not associated with the purchase of a product such as intercompany spend.</p> <p>Solventum's emission factors are derived from the 2022 US Environmentally-Extended Input-Output (USEEIO) EPA Supply Chain Emission Factors. The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>
Category 2 (capital goods)*	Metric tons CO ₂ e	41,358	72,588	<p>Scope 3, Category 2 includes all upstream (i.e., cradle-to-gate) emissions from the production of capital goods implemented by Solventum in the reporting year. Emissions from the use of capital goods by Solventum are accounted for in either Scope 1 (e.g., for fuel use) or Scope 2 (e.g., for electricity use), rather than in Scope 3. Solventum uses the average spend-based method as defined by the GHG Protocol to calculate this category.</p> <p>Solventum's emission factors are derived from the 2022 US Environmentally-Extended Input-Output (USEEIO) EPA Supply Chain Emission Factors. The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>
Category 3 (fuel and energy related activities; not including Scope 1 or Scope 2 emissions)*	Metric tons CO ₂ e	26,030	38,177	<p>Scope 3, Category 3 includes emissions related to the production, transportation, and distribution of fuels and energy purchased and consumed by Solventum in the reporting year that are not included in Scope 1 or Scope 2. Solventum uses the average-data method as defined by the GHG Protocol to calculate this category.</p> <p>Solventum's emission factors associated with production and transportation of fuel and energy related activities are derived from the UK Department of Environment, Food and Rural Affairs (DEFRA) Conversion Factors for GHG Reporting, June 2025. For the transportation and distribution loss factor associated with purchased electricity, Solventum used the International Energy Agency's (IEA) Life Cycle Upstream Emission Factors, 2024. The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>
Category 4 (upstream transportation and distribution)*	Metric tons CO ₂ e	375,827	419,250	<p>Scope 3 Category 4 includes emissions related to the transportation and distribution of purchased and sold products where the transportation and distribution is paid for by Solventum. This includes but is not limited to truck, rail, freight vessel, and intermodal transportation as well as distribution centers and warehousing operated by third-parties. Solventum uses the distance-based method where distances are available and the spend-based method where distances are not available as defined by the GHG Protocol to calculate this category.</p> <p>Solventum's distance-based emission factors are derived from the UK Department of Environment, Food and Rural Affairs (DEFRA) Conversion Factors for GHG Reporting, June 2025. Solventum's spend-based emissions are calculated using the weighted average emission factor identified through the calculation of the distance-based emissions. The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>

Greenhouse gas emissions ^{(3), (4), (5), (6)}	Metric units	2025	2021	Boundary, scope and commentary
Category 5 (waste generated in operations)*	Metric tons CO ₂ e	9,224	16,899	<p>Scope 3 Category 5 includes emissions associated with third-party disposal and treatment of waste generated at sites where Solventum has operational control. Solventum obtains waste data directly from sites. Where primary data is not available, Solventum uses estimates. For manufacturing sites, estimates consider the use of waste data from similar facilities to estimate using square footage intensity. For offices, landfill and recycling data estimated waste values are determined using the US EPA's National Overview: Facts and Figures on Materials, Wastes and Recycling fact sheet and facility headcount or, if unavailable, facility size.</p> <p>Solventum uses the recycled content method as defined within the GHG Protocol Scope 3 Technical Guidance in its consideration of emissions associated with recycled and reused products or materials.</p> <p>Solventum's waste-type and average-data method emission factors are derived from the UK Department of Environment, Food and Rural Affairs (DEFRA) Conversion Factors for GHG Reporting, June 2025. For Solventum's 2021 baseline emissions, the Ganzheitliche Bilanzierung (GaBi) Life Cycle Assessment factors were considered with environmental impact characterizations aligned to the USEPA's Tool for Reduction and Assessment Chemicals and Other Environmental Impacts (TRACI). The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>
Category 6 (business travel)*	Metric tons CO ₂ e	19,727	7,349	<p>Scope 3 Category 6 includes emissions related to the transportation of employees for business-related activities in vehicles owned or operated by third-parties. Solventum obtains business travel data from third-party transportation providers. Solventum uses the distance-based method as defined by the GHG Protocol to calculate this category.</p> <p>Solventum's distance-based emission factors are derived from the UK Department of Environment, Food and Rural Affairs (DEFRA) Conversion Factors for GHG Reporting, June 2025. The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>
Category 7 (employee commuting)*	Metric tons CO ₂ e	18,235	28,012	<p>Scope 3 Category 7 includes emissions related to the transportation of employees between their homes and their worksites. Solventum includes contingent workers in the calculation but excludes consultants, contractors, and other individuals who operate outside of Solventum's reporting boundary. Solventum also excludes emissions related to remote workers due to their lack of required commuting.</p> <p>Solventum uses the average-data method as defined by the GHG Protocol to calculate this category. To do this, Solventum considers the expected transportation modes and distances for the average Solventum employee as identified by the US Census Bureau's 2021 transportation mode study for US-based employees and the EuroStat 2021 commuting study for out-of-US employees. The identified values are then applied to all in-office employees by region, to determine the average mode and distance of transportation for US and out-of-US employees. Solventum then applies the US EPA Emission Factors for Greenhouse Gas Inventories, January 2025 for US employees and the UK Department of Environment, Food and Rural Affairs (DEFRA) Conversion Factors for GHG Reporting, June 2025 for out-of-US employees. The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>
Category 8 * (upstream, leased assets)	Metric tons CO ₂ e	22,334	—	<p>Scope 3, Category 8 includes emissions from the operation of assets that are leased by Solventum and not included in Solventum's Scope 1 or Scope 2 inventories.</p> <p>In 2024 (post-separation), Solventum accounts for the Scope 1 and Scope 2 emissions from sites where Solventum has a Real Estate License Agreement with 3M under Category 8.</p>

Greenhouse gas emissions ^{(3), (4), (5), (6)}	Metric units	2025	2021	Boundary, scope and commentary
Scope 3 - downstream emissions				
Category 9 (downstream transportation and distribution)*	Metric tons CO ₂ e	102,558	79,383	<p>Scope 3 Category 9 includes emissions related to the transportation and distribution of sold products where the transportation and distribution is paid for by the customer. This includes but is not limited to truck, rail, freight vessel, and intermodal transportation. Solventum uses the distance-based method where distances are available and the spend-based method where distances are not available as defined by the GHG Protocol to calculate this category.</p> <p>Where actual data is not available, Solventum estimates downstream transportation and distribution using known upstream transportation and distribution values as determined through the Scope 3 Category 4 calculation.</p> <p>Solventum's distance-based emission factors are derived from the UK Department of Environment, Food and Rural Affairs (DEFRA) Conversion Factors for GHG Reporting, June 2025. Solventum's spend-based emissions are calculated using the weighted average emission factor identified through the calculation of the distance-based emissions. The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>
Category 10 (processing of sold products)*	Metric tons CO ₂ e	20,806	14,510	<p>Scope 3 Category 10 includes emissions from the processing of sold intermediate products by third parties subsequent to sale by the reporting company. Solventum uses the average-data method as defined by the GHG Protocol to calculate this category.</p> <p>Solventum's average-data method considers the known processing requirements of the sold intermediate products and the emissions related to this processing. This provides an average emissions per product sold which is then applied to the total sold intermediate products by product to calculate the associated downstream emissions.</p> <p>The basis for the per product emissions utilize emission factors from the 2024 International Energy Agency (IEA) Emission Factor Database and the 2024 UK DEFRA UK Government GHG Conversion Factors for Company Reporting. The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>
Category 11 (use of sold products)*	Metric tons CO ₂ e	73,746	74,663	<p>Scope 3 Category 11 includes emissions from the use of goods and services sold by the reporting company in the reporting year. Solventum uses the direct-use phase method as defined by the GHG Protocol to calculate this category.</p> <p>Solventum's direct-use phase method considers the known quantity of Solventum's sold products and the requirements for energy consumption to make use of those products. Energy requirements for product use considered the standard known uses for each product, the expected annual usage, and the expected lifetime of the product. Solventum did not consider non-standard uses or indirect energy consumption for sold products. Using the identified quantity of sold products combined with the calculated expected lifetime energy consumption for each product and the emission factors, Solventum calculated the associated downstream emissions.</p> <p>Solventum's emission factors are derived from the 2024 USEPA Emissions and Generation Resource Integrated Database (eGRID) and the 2024 International Energy Agency (IEA) Emission Factor Database. The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>

Greenhouse gas emissions ^{(3), (4), (5), (6)}	Metric units	2025	2021	Boundary, scope and commentary
Category 12 (end-of-life treatment of sold products)*	Metric tons CO ₂ e	19,629	19,220	<p>Scope 3 Category 12 includes emissions from the waste disposal and treatment of products sold by the reporting company (in the reporting year) at the end of their life. Solventum uses the average-data method as defined by the GHG Protocol to calculate this category.</p> <p>Solventum's average-data method considers the known quantity of materials used in Solventum's sold products and product packaging during the year and the average global emissions associated with the disposal of these products. Disposal methods were identified using global averages for the known components. Using the identified material volumes combined with known quantity of sold products, Solventum was able to identify the average expected volume and method of disposal. Solventum combined this with the emission factors to calculate the associated downstream emissions.</p> <p>Solventum uses the recycled content method as defined within the GHG Protocol Scope 3 Technical Guidance in its consideration of emissions associated with recycled and reused products or materials.</p> <p>The basis for the per product emissions utilize emission factors from the USEPA Waste Reduction Model (WARM), 2023. The global warming potential was obtained by the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report.</p>
Category 13 (downstream leased assets)	Metric tons CO ₂ e	—	—	No downstream leased assets under this scope of boundary
Category 14 (franchises)	Metric tons CO ₂ e	—	—	No franchises under this scope of boundary.
Category 15 (investments)*	Metric tons CO ₂ e	436	4,350	Scope 3 Category 15 includes emissions associated with Solventum's investments in the reporting year not already included in Scope 1 or Scope 2. Solventum obtains the investee's annual revenue as provided through investor reporting and applies Solventum's percent ownership stake along with the 2022 US Environmentally-Extended Input-Output (USEEIO) EPA Supply Chain Emission Factors that is most related to the investee's line of business and the global warming potential per the United Nation's International Panel on Climate Change's (IPCC) 5th Assessment Report. This produces an estimated Category 15 value.

Greenhouse gas emissions ^{(3), (4), (5), (6)}	Metric units	2025	2021	Boundary, scope and commentary
Total upstream Scope 3 emissions	Metric tons CO ₂ e	1,579,786	1,578,989	Total upstream emissions considers all GHG emissions from Scope 3 Categories 1 through 8.
Total downstream Scope 3 emissions	Metric tons CO ₂ e	217,175	192,125	Total downstream emissions considers all GHG emissions from Scope 3 Categories 9 through 15.
Total Scope 3 emissions (upstream and downstream)*	Metric tons CO ₂ e	1,796,961	1,771,114	Total Scope 3 emissions considers all GHG emissions from Scope 3 Categories 1 through 15.
Scope 3 goal progress	% reduction from 2021 baseline	6.5	—	<p>Goal: Reduce absolute Scope 3 GHG emissions by 22.5% from a 2021 baseline by 2030. Scope 3 absolute reduction goal includes: Categories 3, 4, 7, 9, 11 and 12.</p> <p>In updating base year GHG emissions, we have also adjusted our 2030 climate targets accordingly, including revising our Scope 3 target from 50% absolute reduction to 22.5% absolute reduction from a 2021 baseline by 2030.</p>
Supplier engagement goal progress*	% purchased goods and services (category 1) emissions from suppliers committed to science-based targets	55.2	45.5	<p>Goal: Enable suppliers covering 60% of emissions from purchased goods and services (Scope 3, Category 1) to set science-based targets.</p> <p>Solventum calculates this metric by identifying which of its suppliers have commitments to science-based targets and dividing the Scope 3 Category 1 emissions from these suppliers by the total Scope 3 Category 1 emissions. In order to determine which suppliers have commitments to science-based targets Solventum performs research by identifying commitments made with either the SBTi or within externally disclosed reports. Solventum also conducts direct outreach to understand internally developed and tracked targets. All targets are considered applicable if they align with the scale and pace of decarbonization required to limit global temperature increase in line with the goals of the Paris Agreement under the United Nations Framework Convention on Climate Change, meaning that the target aligns to limiting global warming to well below 2°C above pre-industrial levels.</p> <p>In updating base year GHG emissions, we have also adjusted our 2030 climate targets accordingly, including revising our supplier engagement goal from covering 50% of emissions from purchased goods and services (Scope 3, Category 1) to 60%.</p>

Waste ⁽⁷⁾	Metric units	2025	2024	Boundary & scope
Waste disposed by disposal method				
Total waste	Metric tons	31,282	30,805	Includes waste disposed and waste diverted.
Waste disposed	Metric tons	20,196	20,161	
Waste-to-energy	Metric tons	9,590	8,825	Any waste material burned as fuel for energy recovery, and refuse-derived fuel facilities. This includes fuel burned for energy recovery in cement kilns or fuel blending facilities.
Incineration and treatment	Metric tons	2,387	2,500	Waste which is not covered under landfill or waste-to-energy. This includes waste that goes to an onsite or offsite incineration/thermal destruction facility which does not use waste to create energy.
Landfill	Metric tons	8,218	8,836	Any waste material sent to an onsite or offsite landfill or disposed of by land application. This includes trash and nonhazardous waste sent to any type of landfill, hazardous/regulated materials sent to hazardous waste landfills and land application of any sludges. Waste from construction projects and remediated soil is out of scope.
Waste diverted	Metric tons	11,086	10,644	
Onsite recycle and reuse	Metric tons	574	387	Material recycled, reused and reclaimed onsite, or at another Solventum facility.
Offsite reuse	Metric tons	2,420	2,550	Materials shipped offsite and reused without significant processing or reshaping. Material must be reused for the same purpose it was originally intended.
Offsite recycle	Metric tons	8,092	7,707	Materials shipped offsite for intentional recycle, reclamation or compost (i.e., cardboard sold to a recycler, fluorescent lamps, broken pallets to wood chips, recovered solvent, used oil, film/plastic, recyclable metals or compostables).
Hazardous waste	Metric tons	1,994	1,984	Includes waste-to-energy, incineration and landfilled waste.
Nonhazardous waste	Metric tons	18,202	18,177	Includes waste-to-energy, incineration and landfilled waste.

⁽⁷⁾ Waste metrics include Solventum manufacturing locations under 100% operational control. Estimates total less than 1.7% of Solventum's global waste by type totals. Where attainable and justified, waste metrics are rounded to the nearest whole number. As a result, totals may not exactly match the sum of individual rounded values.

Water ⁽⁸⁾	Metric units	2025	2024	Boundary & scope
Water withdrawal				
Total water withdrawal	Million cubic meters	0.951	0.877	Total water withdrawal at Solventum manufacturing locations under 100% operational control. Water withdrawal encompasses water used within the “fenceline” of facilities, including water used for manufacturing and maintenance processes, cooling/heating, R&D, pilot plants, fire protection and domestic/sanitary uses.
Water intensity (normalized to million dollars of net sales)	Million cubic meters per net sales (MM \$USD)	0.000114	0.000106	Calculated based on total water withdrawal. For sales, see our Annual Report on Form 10-K.
% of Solventum’s water withdrawal from all manufacturing sites located within water stress/scarce areas	%	6.84	5.56	Includes Solventum manufacturing locations under 100% operational control located in water-stressed areas defined as “extremely high” overall water risk according to the World Resources (WRI) Aqueduct Risk Atlas 4.0. Three locations fall under this criteria located in: Dammam, Saudi Arabia; Irvine, California, United States; Monrovia, California, United States.

⁽⁸⁾ Where attainable and justified, water metrics are rounded to three decimal places while ratios are rounded to the first decimal. As a result, totals may not exactly match the sum of individual rounded values.

Policies and resource list

Policy	Key contents
Animal Welfare Policy	Ethical treatment of animals: compliance with global humane standards for research/testing
Code of Conduct	Ethical framework: integrity, anti-corruption, compliance, respect for rights
Environmental, Health & Safety Policy Statement	Workplace safety, pollution prevention, continuous improvement in EHS performance
Governance documents	Corporate oversight, risk management, ethical decision-making framework
Human Rights Policy	Global commitment to UNGP, ILO standards: fair treatment, equal opportunity, dignity at work
Managed Substances Policy	Controls for hazardous substances: handling, storage, disposal per global safety standards
Modern Slavery Disclosure	Actions to prevent forced labor and trafficking: audits, training, continuous improvement
Product Stewardship Policy	Commitment to safe, compliant product life cycle management: minimizing health, safety and environmental risks
Responsible Minerals Policy Statement	Ensures minerals sourcing avoids conflict and human rights abuses: due diligence required
Solventum resources website	Provides access to essential healthcare information, including instructions for use, regulatory details, certificates and data sheets
Supplier Responsibility Code	Supplier expectations: labor rights, health & safety, environment, ethics; prohibits forced labor

Independent assurance report



Independent Limited Assurance Report

ERM Certification & Verification Services Incorporated ("ERM CVS") was engaged by Solventum Corporation ("Solventum") to provide limited assurance in relation to the Selected Information set out below and presented in Solventum's 2025 Sustainability and Social Impact Report (the "Report").

ENGAGEMENT SUMMARY

Scope of our assurance engagement	Whether the following Selected Information for 2021 and 2025 is fairly presented in the Report, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
Selected Information	<p>2025 Reporting Year and 2021 Baseline Year:</p> <ul style="list-style-type: none"> Total Scope 1 GHG emissions [tCO₂e] Total Scope 2 GHG emissions (location-based) [tCO₂e] Total Scope 2 GHG emissions (market-based) [tCO₂e] Total Scope 1 and 2 GHG emissions (market-based) [tCO₂e] Total and individual Scope 3 GHG emissions from Categories 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, and 12) [tCO₂e] <p>2025 Reporting Year only:</p> <ul style="list-style-type: none"> Total Renewable Electricity [MWh] Total Non-Renewable Electricity [MWh] Total Natural Gas [MWh] Total Steam [MWh] Total Fuel Oil #1, #2, and #6 [MWh] Total Propane [MWh] Total Gasoline and Diesel [MWh] Total Jet Fuel [MWh] Total Hot Water [MWh] Total Coal [MWh] Total Energy Consumption [MWh] Supplier Engagement Goal Progress (committed to Net Zero via SBTi) [%]
Reporting period	Reporting year: 1 st January 2025 – 31 st December 2025 Baseline year: 1 st January 2021 – 31 st December 2021
Reporting criteria	<ul style="list-style-type: none"> Solventum's Basis of Reporting as described in the footnotes and comments on pgs. 59-66 of the Report; The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions; GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions); The Corporate Value Chain (Scope 3) Accounting and Reporting Standard (WBCSD/WRI2011) for Scope 3 GHG emissions.
Assurance standard and level of assurance	<p>We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'.</p> <p>The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</p>
Respective responsibilities	<p>Solventum is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Selected Information.</p> <p>ERM CVS' responsibility is to provide a conclusion to Solventum on the agreed assurance scope based on our engagement terms with Solventum, the assurance activities performed and exercising our professional judgement.</p>

OUR CONCLUSION

Based on our activities, as described on the next page, nothing has come to our attention to indicate that the Selected Information for 2025 and 2021 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Selected Information a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2025 and 2021 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Conducting one virtual visit to a client facility in Germany and one in-person visit to a client facility in the US to review source data and local reporting systems and controls;
- Evaluating the conversion factors, emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Solventum in any respect.



May 15, 2026
Malvern, PA

ERM Certification & Verification Services Incorporated
www.ermcvs.com | post@ermcvs.com

GRI index

Disclosure number	Description	Cross-reference (hyperlinks) or direct answer	Page #	Sustainable development goal connection
GRI 2	General disclosures 2021			
2-1	Organizational details	Legal name: Solventum Corporation Headquarters: 1750 Yankee Doodle Road, Eagan, MN, 55121, United States Location of operations: About Solventum . ↗ For a detailed list, please see the Annual Report on Form 10-K: Part 1, Item 2. Properties ↗ Ownership and legal form: Annual Report on Form 10-K ↗	4	
2-2	Entities included in the organization’s sustainability reporting	About this report ↗	3	
2-3	Reporting period, frequency and contact point	About this report ↗ The Solventum 2025 Sustainability and Social Impact Report was published in May 2026. Contact point: Investors@solventum.com ↗ and/or Sustainability form ↗	3	
2-4	Restatements of information	Information on restatements of social impact and sustainability data is included in the Metrics tables ↗ , as appropriate. Solventum restates metrics if there are significant changes in the measurement methods and/or data values of key metrics from previous years. Significant changes are defined as changes + or - 5% of the original data point.	57-68	
2-5	External assurance	Independent assurance report	70	
2-6	Activities, value chain and other business relationships	Solventum.com ↗ About this report ↗ Global workforce ↗ Stakeholder engagement ↗ Communities ↗ Product quality, safety and stewardship ↗ Responsible procurement ↗ Human rights ↗ Annual Report on Form 10-K, Item 1 - Business ↗	3 14-18 11 22-23 27-29 30-32 51	

Disclosure number	Description	Cross-reference (hyperlinks) or direct answer	Page #	Sustainable development goal connection
2-7	Employees	Global workforce ↗	14	
		Metrics: Employee demographics ↗	57	
		Annual Report on Form 10-K, Item 1 – Business – Human Capital ↗		
2-8	Workers who are not employees	Global workforce ↗	14	
		Metrics: Employee demographics ↗	57	
2-9	Governance structure and composition	Sustainability governance ↗	48	
		Solventum committee composition ↗		
		Solventum governance ↗		
		Solventum leadership ↗		
		Proxy Statement - Board composition and leadership structure ↗		
2-10	Nomination and selection of the highest governance body	Proxy Statement - Nominations for directors ↗		
2-11	Chair of the highest governance body	Proxy Statement - Board composition and leadership structure ↗		
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability governance ↗	48	
		Solventum governance ↗		
		Solventum leadership ↗		
		Proxy Statement - 2026 Director nominees ↗		
		Proxy Statement - Governance committee ↗		
2-13	Delegation of responsibility for managing impacts	Sustainability governance ↗	48	
		Solventum governance ↗		
		Solventum leadership ↗		
		Proxy Statement - 2026 Director nominees ↗		
		Proxy Statement - Audit committee ↗		
		Proxy Statement - Governance committee ↗		
2-14	Role of highest governance body in sustainability reporting	Sustainability governance ↗	48	
2-15	Conflicts of interest	Solventum Corporation Code of Business Conduct and Ethics for Members of the Board of Directors ↗		

Disclosure number	Description	Cross-reference (hyperlinks) or direct answer	Page #	Sustainable development goal connection
2-16	Communication of critical concerns	Annual Report on Form 10-K, Item 1A <p>Confidentiality constraints. This information is considered business confidential. Critical concerns would be taken into consideration during our enterprise risk management process: See Enterprise risk management for additional information on mechanisms used to address and resolve critical issues.</p>	49	
2-17	Collective knowledge of the highest governance body	Sustainability governance Proxy Statement - Director education	48	
2-18	Evaluation of the performance of the highest governance body	Proxy Statement - Board self-evaluation process		
2-19	Remuneration policies	Proxy Statement - 2025 Director Compensation Proxy Statement - Compensation Discussion and Analysis Charter of the Talent Committee of the Board of Directors		
2-20	Process to determine remuneration	Proxy Statement - 2025 Director Compensation Proxy Statement - Compensation Discussion and Analysis Charter of the Talent Committee of the Board of Directors		
2-21	Annual total compensation ratio	Proxy Statement - CEO pay ratio		
2-22	Statement on sustainable development strategy	Message from the CEO Message from the CSO Our strategic approach	7 8 9	
2-23	Policy commitments	Policies and resource list Solventum values	69	
2-24	Embedding policy commitments	Ethics and compliance Policies and resource list	49-52 69	
2-25	Processes to remediate negative impacts	Ethics and compliance Our strategic approach Enterprise risk management	49-52 9 49	
2-26	Mechanisms for seeking advice and raising concerns	Ethics and compliance SolventumEthics.com	49-52	

Disclosure number	Description	Cross-reference (hyperlinks) or direct answer	Page #	Sustainable development goal connection
2-27	Compliance with laws and regulations	Code of Conduct Significant legal actions for noncompliance with laws and regulations would be discussed in our Annual Report on Form 10-K, Item 8 – Note 12: Commitments and Contingencies.		
2-28	Membership associations	Stakeholder engagement Integrity in sales and marketing	11 52	
2-29	Approach to stakeholder engagement	Stakeholder engagement Proxy Statement – Notice of annual meeting of shareholders	11	
2-30	Collective bargaining agreements	Human rights Annual Report on Form 10-K, Item 1 – Business – Human Capital	51	
GRI 3	Material topics 2021			
3-1	Process to determine material topics	Our strategic approach	9-12	
3-2	List of material topics	Our strategic approach	9-12	
GRI 201	Economic performance 2016			
201-2	Financial implications and other risks and opportunities due to climate change	Climate Enterprise risk management Annual Report on Form 10-K: Item 1. Business - Environmental, Health and Safety Matters Annual Report on Form 10-K: Item 1A. Risk Factors - Legal and Compliance Risks	35-37 49	13.1
GRI 203	Indirect economic impacts 2016			
203-1	Infrastructure investments and services supported	Communities	22-26	5.4; 9.1; 9.4; 11.2
203-2	Significant indirect economic impacts	Communities	22-26	1.2; 1.4; 3.8; 8.2; 8.3; 8.5
GRI 205	Anti-corruption 2016			
3-3	Management of material topics	Code of Conduct		
205-2	Communication and training about anti-corruption policies	Ethics and compliance Responsible procurement	49-52 30-32	16.5

Disclosure number	Description	Cross-reference (hyperlinks) or direct answer	Page #	Sustainable development goal connection
205-3	Confirmed incidents of corruption and actions taken	Ethics and compliance Speak up culture Confidentiality constraints. This information is considered business confidential: See Solventum's Code of Conduct for additional information on mechanisms used to address and resolve corruption issues. Significant legal actions for noncompliance with laws and regulations would be discussed in our Annual Report on Form 10-K, Item 8 – Note 12: Commitments and Contingencies .	49-52 50	16.5
GRI 301 Materials 2016				
3-3	Management of material topics	Product life cycle	38-44	
301-1	Materials used by weight or volume	<i>Information unavailable/incomplete.</i> Material weight or volume by non-renewable and renewable categories for Solventum's products is not available. Solventum is working to improve systems to collect this type of information. Learn more about our efforts in Product life cycle .	38-44	8.4; 12.2
301-2	Recycled input materials used	<i>Information unavailable/incomplete.</i> Percentage of recycled input materials used to manufacture Solventum's products is not available. Solventum is working to improve systems to collect this type of information. Learn more about our efforts in Product life cycle .	38-44	8.4; 12.2; 12.5
301-3	Reclaimed products and their packaging materials	<i>Information unavailable/incomplete.</i> We do not currently track reclaimed product and packaging materials by product category. Learn more about our efforts in Product life cycle .	38-44	8.4; 12.2; 12.5
GRI 302 Energy 2016				
302-1	Energy consumption within the organization	Environmental management Climate Product life cycle	34 35-37 38-44	7.2; 7.3; 8.4; 12.2; 13.1
302-3	Energy intensity	Environmental management Climate Product life cycle	34 35-37 38-44	7.3; 8.4; 12.2; 13.1
302-4	Reduction of energy consumption	Environmental management Climate Metrics: Energy	34 35-37 59	7.3; 8.4; 12.2; 13.1
302-5	Reductions in energy requirements of products and services	Environmental management Climate Product life cycle	34 35-37 38-44	7.3; 8.4; 12.2; 13.1

Disclosure number	Description	Cross-reference (hyperlinks) or direct answer	Page #	Sustainable development goal connection
GRI 303	Water and effluents 2018			
303-1	Interactions with water as a shared resource	Environmental management Water and waste	34 45-46	6.3; 6.4; 6.A; 6.B; 12.4
303-2	Management of water discharge-related impacts	Environmental management Water and waste	34 45-46	6.3
303-3	Water withdrawal	Water and waste Metrics: Water	45-46 68	6.4
303-4	Water discharge	Water discharge and breakdown is not available at an aggregate level. Water discharge and related compliance is managed according to Solventum policies at the site level. See Water and waste for additional information.	45-46	6.3
GRI 305	Emissions 2016			
3-3	Management of material topics	Environmental management Climate	34 35-37	
305-1	Direct (Scope 1) GHG emissions	Environmental management Climate Metrics: Greenhouse gas emissions	34 35-37 60-66	3.9; 12.4; 13.1; 14.3; 15.2
305-2	Energy indirect (Scope 2) GHG emissions	Environmental management Climate Metrics: Greenhouse gas emissions	34 35-37 60-66	3.9; 12.4; 13.1; 14.3; 15.2
305-3	Other indirect (Scope 3) GHG emissions	Environmental management Climate Metrics: Greenhouse gas emissions	34 35-37 60-66	3.9; 12.4; 13.1; 14.3; 15.2
305-4	GHG emissions intensity	Environmental management Climate Metrics: Greenhouse gas emissions	34 35-37 60-66	13.1; 14.3; 15.2
305-5	Reduction of GHG emissions	Environmental management Climate Metrics: Greenhouse gas emissions	34 35-37 60-66	13.1; 14.3; 15.2

Disclosure number	Description	Cross-reference (hyperlinks) or direct answer	Page #	Sustainable development goal connection
GRI 306	Waste 2020			
306-1	Waste generation and significant waste-related impacts	Environmental management Waste Metrics: Waste Product life cycle	34 46 67 38-44	3.9; 6.3; 6.4; 6.6; 12.4; 14.1
306-2	Management of significant waste-related impacts	Environmental management Waste Product life cycle	34 46 38-44	3.9; 6.3; 12.4; 12.5
306-3	Waste generated	Metrics: Waste	67	3.9; 6.3; 6.6; 12.4; 14.1; 15.1
306-4	Waste diverted from disposal	Metrics: Waste	67	3.9; 12.4
306-5	Waste directed to disposal	Metrics: Waste	67	6.6; 14.2; 15.1; 15.5
GRI 308	Supplier environmental assessment 2016			
3-3	Management of material topics	Responsible procurement	30-32	
308-2	Negative environmental impacts in the supply chain and actions taken	Responsible procurement	30-32	
GRI 401	Employment 2016			
401-1	New employee hires and employee turnover	<i>Confidentiality constraints. We can provide total turnover rate but are not able to provide breakdown by age group, gender and region.</i> Metrics: Employee demographics	57	5.1; 8.5; 8.6; 10.3
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee well-being	19	3.2; 5.4; 8.5
401-3	Parental leave	Employee well-being Metrics: Employee demographics	19 57	5.1; 5.4; 8.5

Disclosure number	Description	Cross-reference (hyperlinks) or direct answer	Page #	Sustainable development goal connection
GRI 403	Occupational health and safety 2018			
3-3	Management of material topics	Employee health and safety ↗	20-21	
403-1	Occupational health and safety management system	Employee health and safety ↗	20-21	8.8
403-2	Hazard identification, risk assessment and incident investigation	Employee health and safety ↗	20-21	8.8
403-3	Occupational health services	Employee health and safety ↗	20-21	8.8
403-4	Worker participation, consultation and communication on occupational health and safety	Employee health and safety ↗	20-21	8.8; 16.7
403-5	Worker training on occupational health and safety	Employee health and safety ↗	20-21	8.8
403-6	Promotion of worker health	Employee well-being ↗	19	3.3; 3.5; 3.7; 3.8
403-8	Workers covered by an occupational health and safety management system	Our Environmental, Health & Safety Policy Statement ↗ applies to all Solventum employees and contingent workers.		8.8
403-9	Work-related injuries	Metrics: Employee health & safety ↗	58	3.6; 3.9; 8.8; 16.1
GRI 404	Training and education 2016			
404-2	Programs for upgrading employee skills and transition assistance programs	Culture and engagement ↗	14-18	8.2; 8.5
404-3	Percentage of employees receiving regular performance and career development reviews	Culture and engagement ↗	14-18	5.1; 8.5; 10.3
GRI 405	Diversity and equal opportunity 2016			
405-1	Diversity of governance bodies and employees	Metrics: Employee demographics ↗ Proxy Statement - Directors' skills, backgrounds and expertise ↗	57	5.1; 5.5; 8.5
405-2	Ratio of basic salary and remuneration of women to men	Talent practices ↗	16	5.1; 8.2; 10.3

Disclosure number	Description	Cross-reference (hyperlinks) or direct answer	Page #	Sustainable development goal connection
GRI 408	Child labor 2016			
408-1	Operations and suppliers at significant risk for incidents of child labor	Human rights Responsible procurement	51 30-32	8.7; 16.2
GRI 409	Forced or compulsory labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human rights Responsible procurement	51 30-32	8.7
GRI 414	Supplier social assessment 2016			
414-2	Negative social impacts in the supply chain and actions taken	Responsible procurement	30-32	5.2; 8.8; 16.1
GRI 415	Public policy 2016			
415-1	Political contributions	Political engagement	53	16.5
GRI 416	Customer health and safety 2016			
3-3	Management of material topics	Product quality, safety and stewardship	27-29	
416-1	Assessment of the health and safety impacts of product and service categories	Product safety and stewardship Product stewardship policy	29	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Significant legal actions for noncompliance with laws and regulations would be discussed in our Annual Report on Form 10-K, Item 8 – Note 12: Commitments and Contingencies.		16.3
GRI 418	Customer privacy 2016			
3-3	Management of material topics	Cybersecurity and data privacy Code of Conduct	53	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Significant legal actions for noncompliance with laws and regulations would be discussed in our Annual Report on Form 10-K, Item 8 – Note 12: Commitments and Contingencies.		16.3; 16.10

SASB index: Medical Equipment & Supplies

Topic	Metric	SASB Code	Disclosure
Activity metric	Number of units sold by product category	HC-MS-000.A	For information on Solventum’s revenue, see Our business segments . ↗
Affordability and pricing	Description of how price information for each product is disclosed to customers or to their agents	HC-MS-240a.2	Information on pricing is discussed in our Annual Report on Form 10-K, Item 1 – Business – Pricing . ↗
Product safety	(1) Number of recalls issued, (2) total units recalled	HC-MS-250a.1	Current information on FDA medical device recalls may be found here . ↗ Current information on U.S. FDA drug recalls may be found here . ↗ Solventum’s global entities comply with all local laws and regulations related to Field Safety Corrective Actions.
	Products listed in any public medical product safety or adverse event alert database	HC-MS-250a.2	Current information on the products listed on the U.S. FDA’s MedWatch Safety Alerts for Human Medical Products may be found here . ↗
	Number of fatalities associated with products	HC-MS-250a.3	Solventum reports all data as required by the U.S. FDA. Reference the Manufacturer and User Facility Device Experience (MAUDE) ↗ database for more information.
	Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards, by type	HC-MS-250a.4	Current information on the number of U.S. FDA enforcement actions may be found here . ↗
Ethical marketing	Total amount of monetary losses as a result of legal proceeding associated with false marketing claims	HC-MS-270a.1	Significant legal actions for noncompliance with laws and regulations are discussed in our Annual Report on Form 10-K, Item 8, Note 12 – Commitments and Contingencies . ↗
	Description of code of ethics governing promotion of off-label use of products	HC-MS-270a.2	Integrity in sales and marketing ↗
Product design and life cycle management	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	HC-MS-410a.1	Product quality, safety and stewardship ↗
	Total amount of products accepted for take-back and reused, recycled or donated, broken down by: (1) devices and equipment and (2) supplies	HC-MS-410a.2	Product longevity ↗
Supply chain management	Percentage of (1) entity’s facilities and (2) Tier 1 suppliers’ facilities participating in third-party audit programs for manufacturing and product quality	HC-MS-430a.1	Quality management ↗ Supplier quality audits executed by Solventum teams use a risk-based approach and are part of the comprehensive supplier management approach, which includes monitoring of key metrics and Supplier Corrective Action Requests (SCARs) as required.
	Description of efforts to maintain traceability within the distribution chain	HC-MS-430a.2	Quality management ↗
	Description of the management of risks associated with the use of critical materials	HC-MS-430a.3	Supply chain resiliency ↗
Business ethics	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	HC-MS-510a.1	Significant legal actions for noncompliance with laws and regulations are discussed in our Annual Report on Form 10-K, Item 8, Note 12 – Commitments and Contingencies . ↗
	Description of code of ethics governing interactions with healthcare professionals	HC-MS-510a.2	Integrity in sales and marketing ↗

TCFD index

Recommendation	Disclosure alignment	Summary of current state
Governance		
Disclose the organization's governance around climate-related risks and opportunities	<ol style="list-style-type: none"> Describe the Board's oversight of climate-related risks and opportunities Describe management's role in assessing and managing climate-related risks and opportunities 	<p>We adopt both top-down and bottom-up approaches and involve the Board and management to align on strategy, goals and targets, and to implement our initiatives.</p> <p>Solventum's Board of Directors oversees our strategic and business planning process and has general oversight of our overall sustainability strategies, goals and results. The board also reviews and assesses management's approach to addressing significant risks facing our company. Our Board meets quarterly, and their committees are tasked with specific oversight responsibilities. The chief sustainability officer (CSO) provides periodic updates to our Board and their committees on sustainability matters, including climate-related risks and opportunities.</p> <p>Learn more about management and Board oversight in Sustainability governance. ↗</p>
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material	<ol style="list-style-type: none"> Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario 	<p>Physical risks: High warming scenario</p> <ol style="list-style-type: none"> Operational disruption: Operating costs may increase as a result of disruption from climate-related incidents, such as catastrophic storm events and heat waves, in regions where Solventum has manufacturing sites and/or operations (e.g., power grid failures, damage to infrastructure, availability of personnel). <ul style="list-style-type: none"> Potential impact: Disruption in production capacity Timeframe: Short-, medium- and long-term Supplier disruption: Operating costs may increase, or revenue may be lost as a result of worsening climate-related impacts and incidents causing disruptions to the supply chain. These impacts could include delays or inability to obtain critical raw materials and production services (including sterilization), and could be particularly disruptive if they affect single-source suppliers. <ul style="list-style-type: none"> Potential impact: Disruption in production capacity Timeframe: Short-, medium- and long-term <p>Transition risks: Low warming scenario</p> <ol style="list-style-type: none"> Preferences for sustainable products and companies: Increasing customer preference for products with lower carbon footprints and/or preference for companies that demonstrate strong sustainability performance may affect Solventum's investment into new product options or modifications to processes as we seek to meet these changing preferences. These new investments may increase Solventum's expenses and may additionally impact our revenue through changes in customer preferences. <ul style="list-style-type: none"> Potential impact: Decreased revenues due to reduced demand for products and services that don't meet customer preferences Timeframe: Medium- and long-term Regulation of existing products and services: As a result of regulatory changes governing end-of-life for products and packaging (e.g., European Union (EU) Extended Producer Responsibility (EPR) legislation) and regulation aimed at reducing or removing of carbon intensive inputs, compliance costs may increase. Regulatory changes may also result in additional costs and considerations surrounding sterility, disposal or recycling. <ul style="list-style-type: none"> Potential impact: Increased compliance costs Timeframe: Long-term

Recommendation	Disclosure alignment	Summary of current state
		<p>3. Carbon pricing mechanisms: As a result of regulation imposing an economic cost on carbon (e.g., carbon taxes, cap-and-trade systems, EU Carbon Border Adjustment Mechanism (CBAM)), compliance costs may increase.</p> <ul style="list-style-type: none"> • Potential impact: Increased compliance costs • Timeframe: Long-term <p>Transition opportunities: Low warming scenario</p> <p>1. Product innovation: As industries transition toward a low-carbon economy, there is a strategic opportunity to drive product innovation by developing sustainable materials and manufacturing processes that align with evolving customer expectations and regulatory frameworks. This includes leveraging emerging technologies such as digitization of product information (e.g., electronic Instructions for Use), and cloud-based solutions that enhance energy efficiency in service delivery. Additionally, there is potential to address climate-related health challenges through innovation in therapeutic solutions, particularly in regions experiencing heightened climate impacts. These efforts may enable differentiation in markets where demand for low-carbon solutions remains strong, even under scenarios of limited policy action.</p> <ul style="list-style-type: none"> • Potential impact: Increased revenue • Timeframe: Medium- and long-term <p>2. Savings from energy efficiency and renewables: Solventum implements energy efficiency efforts across its facilities and continuously evaluates additional energy-use reduction projects. A low warming scenario is likely to result in increased financial incentives for energy efficiency technologies and supportive renewable energy policies, making the transition to energy efficient processes and renewables increasingly cost-effective.</p> <ul style="list-style-type: none"> • Potential impact: Long-term cost savings • Timeframe: Short-, medium- and long-term

Risk management		
<p>Disclose how the organization identifies, assesses and manages climate-related risks</p>	<p>a. Describe the organization's processes for identifying and assessing climate-related risks</p> <p>b. Describe the organization's processes for managing climate-related risks</p> <p>c. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management</p>	<p>Solventum integrates climate-related risks and opportunities into our ERM process through a structured, multistep approach. This includes conducting a double-materiality assessment to determine climate impact significance, completing a scenario analysis to identify climate-related risks and opportunities, and applying Solventum's ERM risk rating framework to assess significance of that impact. These steps culminate in the presentation and review of findings through established governance channels, ensuring that climate considerations are systematically identified, evaluated and escalated to senior leadership and the Board.</p> <ul style="list-style-type: none"> • Double materiality assessment: Conducted post-spin-off in 2024, this assessment identified climate as significant from an "impact" perspective. A cross-functional team of internal experts assessed ESG-related impacts, risks and opportunities, with validation by functional leaders and approval from the ESG & Sustainability Advisory Committee before board presentation. This assessment serves as an input into our overall ERM process. • Climate scenario analysis: In 2025, Solventum applied a comprehensive methodology — including peer benchmarking, stakeholder interviews, industry research, internal document review and regulatory scanning — to identify and prioritize financially significant climate-related risks. These risks were evaluated based on likelihood and impacts across direct operations and the supply chain. Material risks are periodically reviewed and escalated to executive leadership, and incorporated into the ERM risk heat map. • Periodic review and escalation to executive leadership: Solventum's Internal Audit organization provides independent oversight of ERM. The chief audit executive, reporting directly to the Audit Committee, assesses major risks in consultation with management and the executive leadership team. Risk mitigation efforts are reviewed quarterly with the Governance Committee, and a full ERM readout is presented at least annually to the Board, ensuring consistent elevation and governance of climate-related risks.

Recommendation	Disclosure alignment	Summary of current state
		<p>Climate scenario analysis: Our scenario analysis considered both transition risks and physical risks associated with climate change, assessing each risk across two different scenarios and three time horizons. Upon completion of the initial assessment, we identified priority physical and transition risks (those that are likely to have a significant financial impact on Solventum). We then identified key mitigating actions to reduce the impact and/or likelihood of negative financial effects related to the priority risks.</p> <p>Transition risks</p> <ul style="list-style-type: none"> • We performed an initial rapid screening of risks by assessing the financial significance of potential impacts. • We performed a qualitative scenario analysis by assessing the impact and likelihood of each risk over two scenarios and three time horizons. <p>Physical risks</p> <ul style="list-style-type: none"> • We assessed site and supply chain exposure to physical climate risks (e.g., wildfires, flooding) across two scenarios and three time horizons. <p>Scenarios used:⁽¹⁾</p> <ul style="list-style-type: none"> • NGFS Net-Zero 2050 (1.5°C warming) • NGFS Current Policies Scenario (3°C+ warming) <p>Time horizons:</p> <ul style="list-style-type: none"> • Short-term: 1-2 years • Medium-term: 2-5 years • Long-term: 5+ years

Metrics and targets		
<p>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</p>	<p>a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</p> <p>b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks</p> <p>c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets</p>	<p>We've taken important steps to establish commitments and to embark on initiatives that can help mitigate the effects of climate change. Our efforts, taken collectively with those of other businesses, organizations and governments around the world, can help to minimize climate change-related disruptions to our operations, suppliers and patients. Our commitments also support important climate goals established by our customers.</p> <p>Our climate goals:</p> <ul style="list-style-type: none"> • Solventum commits to reach net-zero greenhouse gas emissions across the value chain by 2050. We commit to reducing absolute Scope 1, 2 and 3 GHG emissions 90% by 2050 from a 2021 baseline. • By 2030, Solventum commits to reducing absolute Scope 1 and Scope 2 GHG emissions by 54.4% from a 2021 baseline (aligned to 1.5°C temperature increase). As part of this target, we commit to sourcing 100% renewable electricity across worldwide operations by 2030.⁽²⁾ • By 2030, Solventum commits to reducing absolute Scope 3 GHG emissions² by 22.5% from a 2021 baseline and enabling suppliers covering 60% of emissions from purchased goods and services (Category 1) to set science-based targets (aligned to 2°C temperature increase). <p>Learn more about our climate goals in Climate. ↗</p> <p>Learn more about our climate goal performance in our greenhouse gas emissions table ↗ and energy table. ↗</p>

⁽¹⁾ In line with our commitment to reach net-zero emissions by 2050, we intend to submit targets to the Science-Based Targets initiative (SBTi) for validation. Solventum uses 2021 as a baseline year for our GHG emissions, because this baseline accurately reflects the operations that comprised Solventum upon separation from 3M. We follow the GHG Protocol Corporate Accounting and Reporting Standard: Revised Edition as amended by the Scope 2 Guidance in recognition that divested businesses may have climate impact prior to becoming their own entity.

⁽²⁾ Scope 3 absolute reduction goal includes: Category 3: fuel and energy-related activities; Category 4: upstream transportation; Category 7: employee commuting; Category 9: downstream transportation; Category 11: use of sold products; and Category 12: end-of-life treatment of sold products as defined by the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard and supplemented by the Technical Guidance for Calculating Scope 3 Emissions.

Forward-looking statements

This 2025 Solventum Sustainability and Social Impact Report, other materials Solventum has filed or will file with the U.S. Securities and Exchange Commission (“SEC”), and oral communications that Solventum may make contain or incorporate by reference statements that relate to future events and expectations. Any such statements that are not statements of historical fact are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, and involve risk and uncertainties. Forward-looking statements include those containing such words as “anticipates,” “believes,” “can,” “could,” “estimates,” “expects,” “forecasts,” “goal,” “guidance,” “intends,” “may,” “outlook,” “plans,” “potential,” “predicts,” “projects,” “seeks,” “sees,” “should,” “targets,” “will,” “would” or other words of similar meaning. Forward-looking statements include statements that reflect Solventum’s expectations, assumptions, estimates or projections about the future. Forward-looking statements are not guarantees of future performance and are subject to risks, uncertainties, and changes in circumstances that are difficult to predict. Although Solventum believes that the expectations reflected in any forward-looking statements it makes are based on reasonable assumptions, it can give no assurance that these expectations will be attained and it is possible that actual results may differ materially from those indicated by these forward-looking statements due to a variety of risks and uncertainties. Such risks and uncertainties include, but are not limited to:

- The effects of, and changes in, worldwide economic, political, regulatory, international, trade and geopolitical conditions, natural disasters, war, global conflicts, public health crises and other events beyond Solventum’s control;
- Risks associated with market volatility, including potential inflationary pressures and uncertainty regarding tariffs and trade measures;
- Operational execution risks;
- Damage to our reputation or our brands;
- Risks from acquisitions, strategic alliances, divestitures and other strategic events;

- Solventum’s business dealings involving third-party partners in various markets;
- Solventum’s ability to access the capital and credit markets and changes in Solventum’s credit ratings;
- Exposure to interest rate and currency risks;
- The highly competitive environment in which Solventum operates and consolidation in the healthcare industry;
- Reduction in customers’ research budgets or government funding;
- The timing and market acceptance of Solventum’s new product and service offerings;
- Ongoing working relationships with certain key healthcare professionals;
- Changes in reimbursement practices of governments or private payers or other cost containment measures;
- Solventum’s ability to obtain components or raw materials supplied by third parties and other manufacturing and related supply chain difficulties, interruptions and disruptive factors;
- Legal and regulatory proceedings and legal compliance risks (including third-party risks) with regard to antitrust, Foreign Corrupt Practices Act (FCPA) and other anti-bribery laws, environmental laws, anti-kickback and false claims laws, privacy laws, tax laws, and other laws and regulations in the United States and other countries in which Solventum operates;
- Potential liabilities related to a broad group of perfluoroalkyl and polyfluoroalkyl substances, collectively known as “PFAS”;
- Risks related to the highly regulated environment in which Solventum operates;
- Risks associated with product liability claims;
- Climate change and measures to address climate change;
- Security breaches and other disruptions to information technology infrastructure;
- Solventum’s failure to obtain, maintain, protect or effectively enforce its intellectual property rights;

- Pension and postretirement obligation liabilities;
- Any failure by 3M to perform any of its obligations under the various separation agreements in connection with the spin-off;
- Any failure to realize the expected benefits of the spin-off;
- A determination by the IRS or other tax authorities that the distribution or certain related transactions should be treated as taxable transactions;
- Financing transactions undertaken in connection with the spin-off and risks associated with additional indebtedness;
- The risk that incremental costs of operating on a standalone basis (including the loss of synergies), costs of restructuring transactions and other costs incurred in connection with the spin-off will exceed Solventum’s estimates;
- The impact of the spin-off on Solventum’s businesses and the risk that the separation from 3M may be more difficult, time-consuming or costly than expected, including the impact on Solventum’s resources, systems, procedures and controls, diversion of management’s attention and the impact on relationships with customers, suppliers, employees and other business counterparties; and
- Such other risks and uncertainties described more fully in documents filed with or furnished to the SEC, including the risk factors discussed in Solventum’s Annual Report on Form 10-K.

The above list is not exhaustive or necessarily set forth in the order of importance. Forward-looking statements are based on certain assumptions and expectations of future events and trends, and 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. A further description of these factors is located under “Cautionary Note Regarding Forward-Looking Statements” and “Risk Factors” in Solventum’s periodic reports on file with the SEC, including Solventum’s Annual Report on Form 10-K. Solventum assumes no obligation to update any forward-looking statements discussed herein as a result of new information, future events or otherwise, except as required by applicable law.

In addition, this report contains information about Solventum's sustainability and social impact goals, targets, initiatives, commitments and activities. These efforts include the risks that the standards by which achievement is measured, the assumptions underlying a particular goal or matter and our ability to accurately report particular information may change. As a result, actual results could differ materially from our stated goals or the results we expect. Changing circumstances, including evolving expectations for sustainability and social impact generally or to specific focus areas, changes in standards or the way progress or achievement is measured, may lead to adjustments in, or the discontinuation of, Solventum's pursuit of certain goals, commitments or initiatives. Moreover, the standards by which sustainability and social

impact efforts and related matters are measured are developing and evolving, and certain areas are based on assumptions. The standards and assumptions could change over time. The selection by management of alternative acceptable measurements could have resulted in materially different amounts or metrics reported herein. In addition, statements made about our company, business or efforts may not apply to all business units (e.g., ones that were more recently divested).

Further, this report may use certain terms that third parties refer to as "material" in connection with certain sustainability and social impact matters. Used in this context, however, these terms are distinct from, and should not be confused with, the terms "material" and "materiality" as

defined by, or construed in accordance with, securities or other laws and regulations or as these terms are used in the context of financial statements and financial reporting. Therefore, matters considered to be material for purposes of this report may not be considered material in the context of our financial statements, reports with the SEC, or our other public statements, and the inclusion of information in this report is not an indication that such information is necessarily material to Solventum in those contexts.

