



3M India Limited
5th Floor Marksquare
61, St Marks Road
Bengaluru 560001, India
Tel: +91 80 22231414
www.3M.com/in

Corporate Relationship Department
BSE Limited
1st Floor, New Trading Ring, Rotunda Building
P.J. Towers, Dalal Street, Fort
Mumbai - 400 001

May 27, 2026

The Secretary
National Stock Exchange of India Limited
Exchange Plaza, Bandra – Kurla Complex
Bandra (E), Mumbai – 400 051

Scrip Code - 523395

Scrip Code – 3MINDIA

Dear Sirs,

Subject: Presentation for Analyst and Institutional Investors Meeting – May 27, 2026.

Pursuant to Regulation 30 of the SEBI (LODR) Regulations, 2015, and in continuation of our earlier letter dated May 22, 2026, please find attached copy of presentation for the analyst and institutional investors meeting scheduled for May 27, 2026.

The presentation is also being uploaded on the Company's website.

Thanking you

Yours faithfully

For 3M India Limited

Pratap Rudra Bhuvanagiri
Company Secretary &
Compliance Officer



Science.
Applied to Life.™

Welcome to 3M India Investor Meeting

Mumbai
27 May 2026

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3M Anthem video

Agenda

01

3M global

02

3M India –
invigorating growth

03

Implementing
our strategy

04

External Awards &
Recognitions

05

3M India- Board of
Directors

06

Q&A

Our global priority verticals



Aerospace



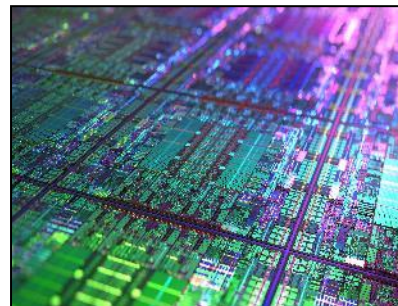
AR/VR



Automotive



Energy



Electronics



Data Centers



Home Cleaning



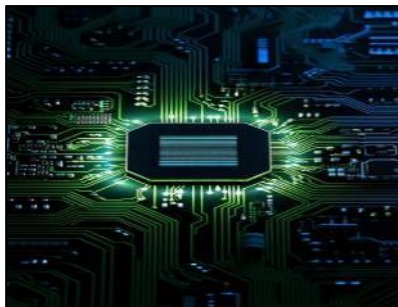
Home Improvement



Industrial Automation



Safety



Semiconductors

3M India Limited (since 1987)



Incorporated in **1987**
Publicly listed since **1991**



3 Manufacturing facilities
1 R&D Center
2 Customer Technical Centers



INR 5,090 crores
(FY 2025-26 sales);
+14.5% growth over FY2024-25



~1,273 employees



Serving our customers through four Business Groups

(FY 2025-26 sales in INR shown along with sales mix% & growth over prior year)

1,846 cr., 36% mix
+10.1% growth

Solving tough customer challenges to advance a connected world



Transportation & Electronics

1,640 cr., 32% mix
+16.0% growth

Transforming how work gets done



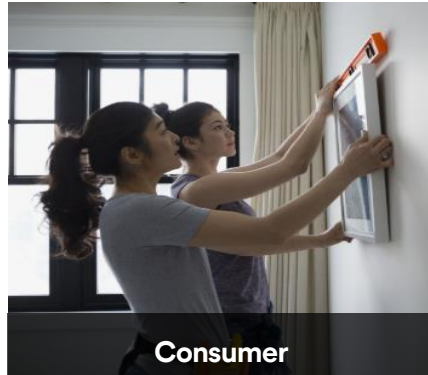
Safety & Industrial



Healthcare

Enabling better, smarter, safer healthcare

1,017 cr., 20% mix
+17.5% growth



Consumer

Bringing 3M to the hearts and minds of consumers

537 cr., 11% mix
+15.6% growth



Bangalore (EC) Plant



Ahmedabad Plant

3M India (HQ Bangalore, incorporated 1987)

- 3 Manufacturing sites, 1 R&D Center
- ~1,273 headcount



Ranjangaon (RG) Plant



R&D Center, Bangalore
AE: 62, PD:10, EHS: 6, Analytical:2

FY 2025-26 Results Summary

In INR

Sales

5,090 cr, +14.5% vs. PY

PBT Before Exceptional Items

960 cr | 18.7% of Sales | +1.6 pt YoY

PBT After Exceptional Items:

894 cr | 17.4% of Sales | +0.3 pt YoY

PAT

522 cr | 10.2% of Sales | -0.4 pt YoY

PAT (excl APA/VSV): 662 cr | 12.9% of Sales | +0.2 pt YoY

Cash Generation

483 cr (pre-dividend)

EPS 463.66/share +9.7% vs. PY

APA CY (139cr), VsV PY (99cr).



Strategies for Growth

Commercial eXcellence

- Stronger pipeline & commercial practices
- Win specifications at key customers
- Best-in-class customer experience, service

Local R&D Capability

- For-India new products for priority markets
- Leverage global NPIs for India

Local Supply Chain

- Strengthen outsourcing / contract mfg.
- Capacity expansion & new mfg. lines for selected product portfolios

Talent & Organization

- Culture of bold aspiration, speed & performance
- Build capability & depth across the company



RG Plant, Pune



R&D Center, Bangalore

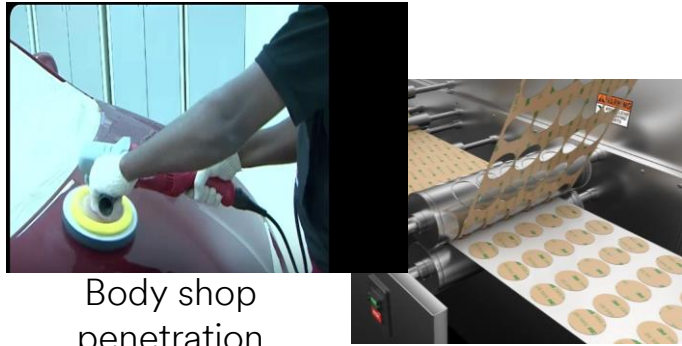


Feel at Home, Bangalore



Drive Commercial Excellence

Sales eXcellence:



Body shop penetration

Growth with Converters



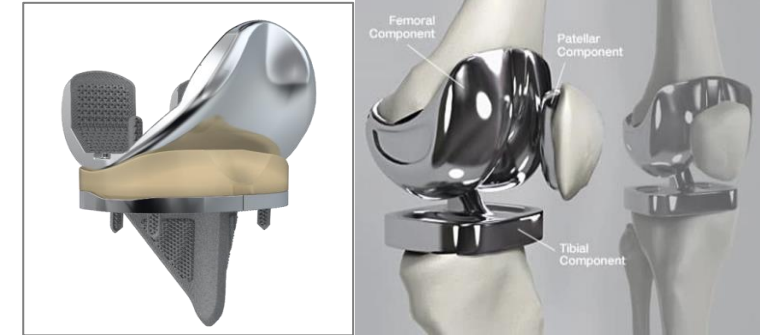
Category penetration with localized portfolio

Specifications eXcellence:

Materials spec-in in new Automotive models



Example of an “Acoustic panel”



Finishing Solutions for Knee Joints



Airports interiors (films, matting) and exteriors (Graphics)



3M Cable Accessories and Touchproof Terminations in Solar & Wind power projects



Strengthen local R&D...for local products



Patents Filed

173

CTC Visitors (FY25-26)

5150

Culture of Innovation



3M | Tech Forum

Centers of Excellence & Key Capabilities

- Pavement Markings
- Acoustics
- Emissions
- Robotics & Automation
- High Voltage Lab
- Analytical
- Non-Woven
- Photometric lab

Infrastructure



CTC ★
Bangalore



CTC
Delhi



Digital AE ★★
Studio



★ CTC – Customer Technical Center

★★ AE – Application Engineering

Strengthen local manufacturing & local supply chain



Electronic City

Year Opened : 1990



Ahmedabad

Year Opened : 2004



Ranjangaon

Year Opened : 2008



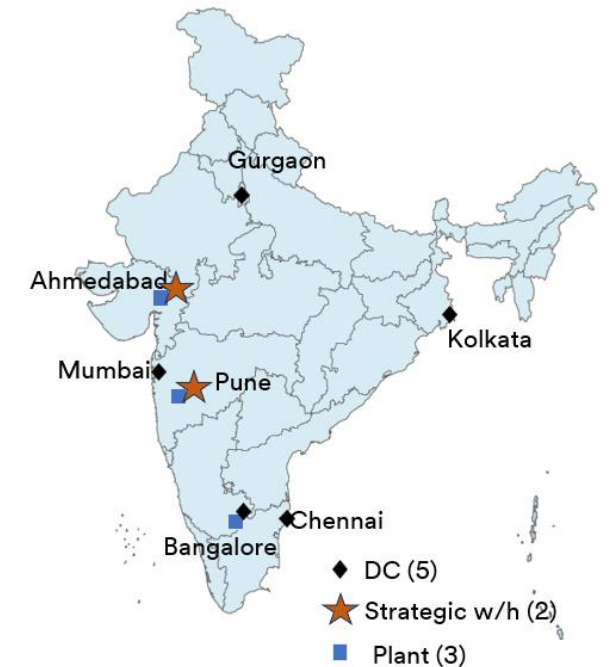
Ranjangaon Plant Expansion area in green

Key Products & Capabilities:

Acoustic materials, ear plugs cording, various coating, mixing and converting

Materials for pipe coating, certain bottling & kitting

Tape coating, non-wovens, emission control materials, heat shrink technology, respirator mfg., various mixing, filling, converting



External Recognition of 3M

Maruti Suzuki – overall performance award



3M India was awarded for overall performance for the year 2025

Toyota Kirloskar Motors – Zero PPM award



3M India received Zero PPM award from Toyota Kirloskar Motors Ltd, towards defect free supplies for the entire FY 2024 (Apr 24 – Mar 25).

This is the 6th consecutive award in a row since 2019.

BSES Delhi – Innovation Partner of the year



BSES Delhi recognises 3M as “Innovation Partner of the Year”.

Tata Motors – Atmanirbhar excellence award



3M India received the Atmanirbhar Excellence Award from Tata Motors at the Annual Supplier Conference.

Award recognizes our efforts to successfully localize “absorber” in India.

CSR Award by Pune Zilla Parishad

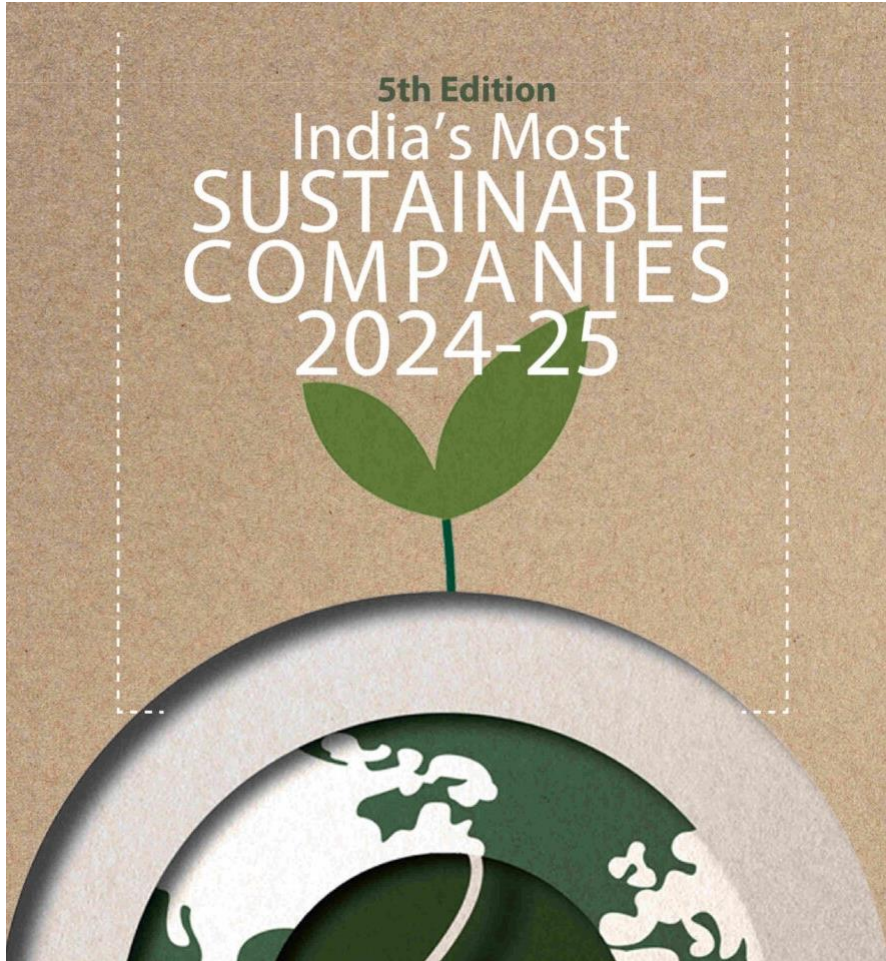


3M India was recognized by Pune Zilla Parishad for the CSR Champions of Change Award in the Environmental Protection and Conservation category.

Our work is in the area of water management and solar electrification in Shirur taluka.



Businessworld: 3M in top 40 most sustainable companies



3M India has been recognized as among BW Businessworld's Top 40 Most Sustainable Companies.

Recognition based on our FY 24–25 BRSR disclosures.

3M India Board of Directors



M D Ranganath
(Chairman, Non-Executive
Independent Director)



Aseem Joshi
(Managing Director)



N V Sivakumar
(Non-Executive Independent
Director)



Kavita Nair
(Non-Executive Independent
Director w.e.f May 27,2026)



Jayanand Kaginalkar
(Executive Director)



Tabby Kim
(Non-Executive Director)



Elizabeth Kong
(Non-Executive Director)



Closing Comments

- **3M India Board of Directors:**
 - Our gratitude to Radhika Rajan (Chairperson and Independent Director) as she completed her term on 26 May 2026 and to Ramesh Ramadurai, as he retired as Managing Director on 31 March 2026.
 - Welcome Kavita Nair as Independent Director to the Board effective 27 May 2026.
- **Continued support from 3M Company to all aspect of our business.**
- **Appreciate 3M India team's efforts and commitment towards delivery of results.**

Thank You!