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

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

August 26, 2026

Scrip Code - 523395

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

Scrip Code – 3MINDIA

Dear Sir,

Sub: Disclosure of events pursuant to Regulation 30 (2) - Schedule III – Part A (13) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Ref: Summary of the proceedings of 39th Annual General Meeting of 3M India Limited held on August 26, 2026 through Video Conferencing (VC)/Other Audio-Visual Means (OAVM).

- The 39th Annual General Meeting (AGM/Meeting) of the Members of the Company was held on Wednesday, August 26, 2026.
- As the requisite quorum was not present at the scheduled time of 10:30 a.m., the AGM commenced at 10:36 a.m., through Video Conferencing (VC)/Other Audio-Visual Means (OAVM). The Meeting was held in compliance with circulars issued by the Ministry of Corporate Affairs and Securities and Exchange Board of India.
- Mr. M. D. Ranganath, Chairman occupied the Chair.
- The requisite quorum, being present, Chairman called the Meeting to order.
- Chairman informed that the Meeting was held through VC/OAVM in compliance with the circulars issued by the Ministry of Corporate Affairs, Government of India and Securities and Exchange Board of India.
- Chairman introduced the Directors, Key Managerial Personnel and the invitees present at the Meeting.
- Chairman confirmed the presence of the Statutory Auditor, the Secretarial Auditor, Cost Auditor and Mr. Vijayakrishna K.T, the Scrutinizer appointed by the Company to scrutinize the e-voting process for the resolutions proposed in the Notice, through VC/OAVM.
- Mr. Pratap Bhuvanagiri, Company Secretary of the Company provided the general instructions to the Members regarding participation at the Meeting and informed that the Company had provided the Members the facility to cast their votes electronically through remote e-voting on all the resolutions set forth in the Notice and the facility for voting through e-voting system was made available during the AGM for Members who had not cast their vote prior to the Meeting.

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- Chairman affirmed that he was satisfied that all the efforts feasible under the circumstances have been made by the Company to enable the Members to participate and vote on the items being considered at the meeting.

- Thereafter, the Chairman resumed the proceedings of the Meeting. As the Notice was already circulated to all the Members, Notice of the Meeting was taken as read. As there were no qualifications or observations or comments in the Independent Auditors' Report, and in the Secretarial Auditors' Report, with the consent of the Members, Independent Auditors Report and Secretarial Audit Report were taken as read.

- Chairman thereafter delivered his speech.

- Chairman invited Mr. Aseem Joshi, Managing Director of the Company to present the business aspects of the Company. Mr. Aseem Joshi briefed the Meeting on the performance and various other initiatives of the Company.

- Thereafter, Chairman requested Mr. Pratap Bhuvanagiri, the Company Secretary of the Company to briefly explain the background of all the Seven (7) resolutions proposed to be passed at the Meeting. Mr. Pratap Rudra Bhuvanagiri explained resolution details to the Members.

- The following items of the business as per the Notice of the AGM were commended for the Members consideration and approval:

Resolutions Description		Type of Resolution
ORDINARY BUSINESS:		
1	Adoption of Financial Statements for the financial year ended March 31, 2026.	Ordinary Resolution
2	Declaration of Dividend for the financial year ended March 31, 2026.	Ordinary Resolution
3	Re-appointment of Ms. Jung Hyun Kim (DIN: 10954275) who retires by rotation, as a Director.	Ordinary Resolution
4	Appointment of Statutory Auditors of the Company for a first term of five (5) years and fixing their remuneration.	Ordinary Resolution
SPECIAL BUSINESS:		
5	Appointment of Ms. Kavita Nair (DIN: 07771200) as a Non-Executive and Independent Director of the Company.	Special Resolution
6	Payment of remuneration by way of commission to Non-Executive Independent Directors of the Company for five (5) financial years commencing from the financial year April 1, 2026.	Special Resolution
7	Ratification of remuneration payable to Messrs. Rao, Murthy & Associates, Cost Auditors for FY 26- 27.	Ordinary Resolution

- On invitation of Chairman, Members who had previously registered themselves as speakers, addressed the Meeting through VC/OAVM and sought clarifications on the Company's business.

- Clarifications were provided by Mr. Aseem Joshi, Managing Director to the queries raised by the Members.

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- Chairman, thereafter, thanked all the Members for their participation and for the constructive suggestions and comments.
- Chairman then authorised the Company Secretary to carry out the e-voting process and to declare the results of voting after receipt of Scrutinizer's Report.
- Chairman informed the Members that the e-voting results along with the consolidated Scrutinizer's Report shall be informed to the Stock Exchanges and also be placed on the website of the Company and CDSL.
- Chairman thanked all the Members for their participation and declared the closure of the Meeting.
- Total 41 Members were present for the Meeting.
- The Meeting commenced at 10:36 a.m. IST and concluded at 12:17 p.m. IST.

Also, please find the enclosed copies of the Chairman's Speech and Managing Director's Speech at the 39th Annual General Meeting and declaration under Regulation 34(1)(b) for no change in Annual Report 2025-26.

Kindly take the above intimation on your record.

Thanking you
Yours faithfully
For 3M India Limited

PRATAP
RUDRA
BHUVANAGIRI

Digitally signed by PRATAP RUDRA BHUVANAGIRI
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Pratap Bhuvanagiri
Company Secretary and Compliance Officer

ADDRESS BY CHAIRMAN

Good Morning, Ladies and Gentlemen

On behalf of the Board of Directors of 3M India Limited, it gives me immense pleasure to welcome all of you to the 39th Annual General Meeting of your Company being held through Video Conference and Other Audio-Visual Means.

Thank you for your participation today. I trust you have received the Notice convening the Meeting, the Board's Report and the Audited Financial Statements together with the Auditor's Reports for the year ended March 31, 2026, which were sent to you electronically on August 4, 2026.

It is my pleasure to address you for the first time as Chairman of 3M India Limited. I have assumed this responsibility at a time when industries across the world are navigating rapid shifts in technology, sustainability priorities, supply chain dynamics, and customer expectations. India offers tremendous growth opportunities, given the government's focus on making India a global sourcing hub for precision and hi-tech manufacturing. In the coming years, a vibrant ecosystem of component manufacturing is expected to emerge in India and offer a world-class, reliable sourcing pool.

As I take on the role of Chairman of 3M India, I do so with a deep sense of responsibility, humility and commitment to building on our strong legacy. It is a privilege to lead an organisation whose purpose-driven ethos continues to shape its impact across industries and communities. 3M India has consistently delivered solutions that address real-world challenges while creating sustainable value for stakeholders.

Your Company's revenue from operations increased by 14.5% to Rs. 5,089.8 crores for the financial year ended March 31, 2026, compared to Rs. 4,445.6 crores in the previous financial year and the Profit After Tax increased by 9.7% to Rs. 522.3 Crores for the financial year ended March 31, 2026, compared to Rs. 476 crores in the previous financial year.

Our four business groups also performed well with increase in revenue vs the previous financial year, with all four showing growth in double digits. Mr. Aseem Joshi, Managing Director, will cover the details of the financial performance of the Company for the financial year 2025-26 separately.

Our approach is anchored in responsible manufacturing, environmental stewardship, people development, and community engagement, enabling us to build a business that is both resilient and future-ready. During the year, we strengthened our environmental initiatives through focused actions in water circularity, energy efficiency, and operational sustainability across our manufacturing facilities. Our people remain central to our progress and performance culture. Building an inclusive, collaborative, and high-performing workplace that empowers employees to learn, grow, and contribute meaningfully, is a point of focus. We remained committed to creating meaningful social impact through investments in talent development, STEM education, employee volunteering, and community partnerships. Through programmes such as the National Apprenticeship Scheme and 3M Wonder Tinkering Labs, we continued to support skill development, innovation, and future readiness among young learners and professionals.

Our employee volunteering initiative, Together We Give, further reflects the strong culture of purpose and collective responsibility embedded within the organisation. Strong governance continues to form the basis of our foundation. We remain committed to conducting business with integrity, transparency, accountability, and high ethical standards across all aspects of our operations. Our governance framework supports responsible decision-making, effective risk management, regulatory compliance, and stakeholder trust.

I am honoured to serve your Company in the role of Chairman of the Board. I would like to express my sincere gratitude to my predecessor, Ms. Radhika Rajan, for her outstanding leadership during her 10-year tenure on the Board of 3M India, including the last year as Chairperson. In addition, in May 2026, Mr. Ramesh Ramadurai, Managing Director and Board member, completed a long and illustrious career with 3M India. I wish him all success in his retirement.

I am pleased to share that your Company's board has recommended for your approval a dividend of Rs. 506/- per equity share, that is, a final dividend of Rs. 160/- per equity share and a special dividend of Rs. 346/- per equity share.

On behalf of the Board of Directors, I express special thanks to our customers, dealers, suppliers, bankers, shareholders, 3M Company USA, and other 3M Group Companies worldwide for their support and co-operation.
Last but not least, on behalf of the Board of Directors of 3M India Limited I thank you, dear shareholders, the Government of India, State Governments and the various agencies that support our work, for your sustained trust and support.

Thank You.

Place: Bengaluru M D Ranganath
Date: August 26, 2026 Chairman

3M INDIA LIMITED
39th Annual General Meeting, August 26, 2026
ADDRESS BY MANAGING DIRECTOR

Thank you, Mr. Chairman.

Namaskara.

Good morning, Ladies and Gentlemen.

Welcome to the 39th Annual General Meeting of your company, being conducted virtually. It is my honor and privilege to address you on my first AGM as your company's Managing Director, and to present an overview of our performance in the last financial year.

At the outset, I would like to reinforce our safe harbor statement.

"In today's presentation there may be some predictive statements that reflect our current views about 3M India's future performance, but these are subject to risks and uncertainties".

The Indian industrial sector continued to demonstrate resilience during the year, growing by 7% in first half of 2025-26, compared to 6.1% in the corresponding period of the previous year. Manufacturing activity also witnessed strong performance, reflecting improving Industrial demand and stronger momentum across key sectors.

India is among the world's fastest-growing major economies and is well-positioned to sustain this momentum. India's real GDP grew 8.2% in Q2 FY 2025-26, up from 7.8% in the previous quarter and 7.4% in Q4 of 2024-25, led by resilient domestic demand amidst global trade and policy uncertainties.

The global geopolitical environment remains uncertain, driven by conflicts in West Asia, increasing trade protectionism and disruptions to global supply chains. Global growth is projected to slow from 3.3 percent in 2024 to 3.2 percent in 2025 and 3.1 percent in 2026.

Tariffs on Indian exports continue to contribute an element of uncertainty.

Your Company's exports are minimal and therefore there is negligible direct impact. However, there could be an indirect impact on your Company to the extent that our customers are affected by tariffs.

We continue investing in building on our core capabilities. These investments are focused on improving our market presence and reach, our R&D labs and manufacturing capabilities.

These initiatives have contributed to the improvement in the Company's year-on-year growth rates over the last five quarters.

While we grew by 6.1% in 2024-25, your company accelerated in FY 2025-26 to deliver a growth of 14.5%. We are encouraged by this progress, and gives us confidence that our strategies are yielding results.

Looking at the current macros, we do anticipate some volatility, and it is difficult to predict the impact of the external environment on our results in the short term. However, we remain optimistic about the future growth prospects of our economy and your Company.

In uncertain times, we believe it is very important to strengthen the foundational blocks that contribute to building resilience.

The underlying strength of the Company, its technologies, customer relationships and its dedicated team of employees have all added to our resilience. Let me illustrate a few contributory factors:

Financial Strength: We continue to maintain a strong financial position in the Company, with a healthy balance sheet, reserves and a focus on operating margins.

Customer centricity: Over the years we have built strong relationships with our customers. We recognize this is an ongoing journey. We continue to work hard to deepen our engagement with our customers and channel partners.

Operational excellence: We continuously focus on streamlining all aspects of our operations with improved customer orientation and efficiencies. In this regard, we take the benefit of 3M Company’s global processes and systems.
Innovation: we focus on developing solutions which are relevant for customer needs in India, leveraging our global technology and products, as well as locally developed products.

Talent: We bring together people who have different technical expertise, industry knowledge, mindsets, backgrounds, and experiences as a catalyst for innovation and growth. We’re committed to developing employees and building a culture of excellence.

I will now highlight a few key sectors:

Manufacturing:
There is a gradual but sure growth in the manufacturing sector in various sunrise industries. Investments in consumer electronics manufacturing, semiconductors, and inputs for the renewable energy industry are underway. The supplier value chains for these industries will be established over a period of time. 3M’s technologies and product portfolios are well aligned to these emerging industries.

Infrastructure:
We recognize and appreciate the Government's sustained allocation to developing quality infrastructure in India, including in sectors such as roads, railways, metros and airports. These investments provide opportunities for our businesses.

Automotive:
The opportunity in the automotive industry remains attractive. The passenger vehicle industry players have announced significant investments over the next five years to grow the market, launch new models, and upgrade technology. These investments provide several opportunities for the Company.

Overall, the opportunity in India remains strong. We have a 60,000 global product portfolio, deep science capabilities, and a market that's industrializing rapidly. It is our endeavour to connect those two things more aggressively. That is why we selected "Now to Next" as the theme for this year's annual report.
I will now turn to your company's performance in the financial year ended March 31st, 2026.

For the year 2025-26, your company posted revenues of INR 5,090 Crores, compared to INR4,446 Crores in the previous financial year. We delivered sales growth of 14.5% and profit growth of 15.6% (PBT after exceptional items). Profit After Tax increased by 9.7% to Rs.522.3 Crores, compared to Rs.476 Crores in the previous financial year.

The Board recommended a dividend of Rs. 506 per equity share for approval by the shareholders, comprising of a final dividend of Rs. 160 per equity share and a special dividend of Rs. 346 per equity share.

As you know, your company operates in four business segments. For the year 2025-26, Transportation & Electronics 38%, Safety and Industrial contributed 33% of the revenue mix, Healthcare 19%, and Consumer 10% of the revenue mix.

All segments delivered growth, with Safety & Industrial at 16 %, Transportation & Electronics segment delivered 10.1%, Consumer at 15.6% and Healthcare at 17.5% growth.

The Company published its fourth Business Responsibility and Sustainability Report (BRSR) for FY 25-26, which forms part of the Annual Report. This report outlines the Company's progress in environmental, social, and governance (ESG) areas for the period. During FY 25-26, we enhanced our BRSR efforts by broadening coverage across Core parameters, providing a comprehensive view of our sustainability performance. Intertek India reviewed our BRSR Core disclosures and tested our internal controls, as our assurance partner.

Your Company supports the communities where we live and work. We're committed to our corporate social responsibilities by leveraging our people and products to help build resilient, strong communities through science, technology, engineering, and mathematics (STEM) education and the skilled trades, to healthcare and community-based water resilience initiatives. Our employee volunteering program, Together We Give, strengthens connections between our people and communities.

I will now share an update on 3M India Board:

As covered by the Chairman in his speech, the year 2025-26 saw changes to the Board.

Ms. Radhika Rajan served on the Board of your Company for 10 years, the last one as Chairperson. She retired in May 2026. We are grateful for her guidance and counsel.

After 36 years of service to 3M, Mr. Ramesh Ramadurai, Managing Director and Board member retired from 3M India in May 2026. We are deeply grateful for his service and contributions.

We are delighted to welcome Mr. M.D. Ranganath as Chairman of the Board effective May 27th, 2026. Mr. Ranganath has over 34 years of leadership experience across IT and Financial services. We look forward to his leadership.

We are also pleased to welcome Ms. Kavita Nair to the Board as Independent Director effective May 27, 2026.

I extend my gratitude to our talented and dedicated 3Mers and colleagues, who work tirelessly each day in the best interests of the Company and contribute significantly to its success. My sincere thanks to all of them.

In closing, I would like to express my gratitude to you, our shareholders for placing your trust and confidence in the company. I thank the Board of Directors, led by our Chairman Mr. M.D. Ranganath, for their guidance and support. I would like to express our sincere thanks to the Government of India, the State Governments, and the various Government agencies for their continued support. My thanks also go to our customers, vendors and partners and our employees for their invaluable support.

Thank you. I now hand it back to the Chairman.

Place: Bengaluru	Aseem Joshi
Date: August 26, 2026	Managing Director

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August 26, 2026

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The Secretary
National Stock Exchange of India Limited
Exchange Plaza, Bandra – Kurla Complex
Bandra (E), Mumbai – 400 051 Scrip Code – 3MINDIA

Dear Sir,

Sub: Declaration under Regulation 34(1)(b).

We hereby confirm that pursuant to Regulation 34(1)(b) there is no change in the Annual Report 2025-26, which was submitted to the Stock Exchanges on August 4, 2026.

Kindly take the above intimation on your record.

Thanking you
Yours faithfully
For 3M India Limited

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BHUVANAGIRI

Digitally signed by PRATAP RUDRA BHUVANAGIRI
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Pratap Bhuvanagiri
Company Secretary and
Compliance Officer