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March 11, 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 – March 12, 2026.

Pursuant to Regulation 30 of the SEBI (LODR) Regulations, 2015, and in continuation of our earlier letter dated March 9, 2026, please find attached copy of presentation for the analyst and institutional investors meeting scheduled for March 12, 2026, at 10:30 A.M. (IST).

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
12th Mar 2026

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Agenda

01

3M global

02

3M India –
invigorating growth

03

Implementing
our strategy

04

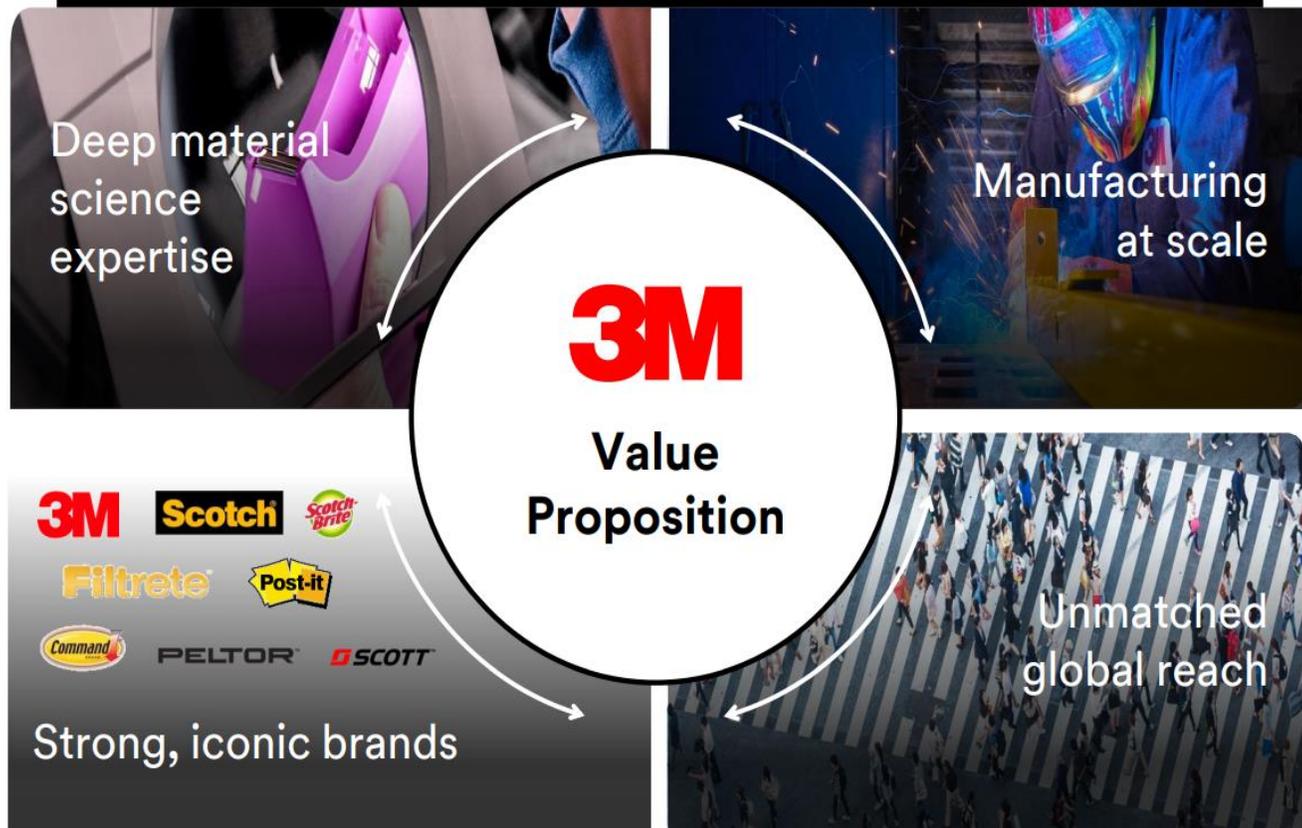
3M India – Board of
Directors

05

Q&A

3M's global strength & reach

123 years of innovation...



~62,000 employees

~4,000 tech employees

~135,000 patents in 3M's history

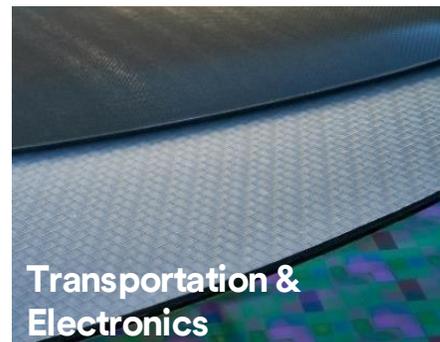
198 plants & distribution centers



Transforming how work gets done

\$11.4B[★]

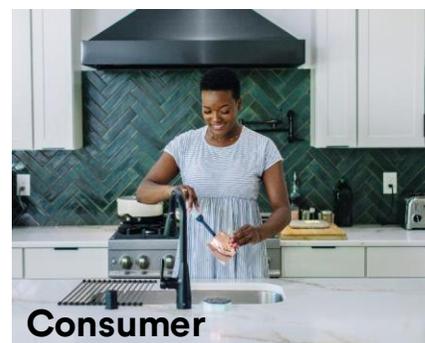
Safety & Industrial



Taking on our customers' toughest challenges— together

\$8.3B[★]

Transportation & Electronics



Reinventing the everyday to make a world of difference

\$4.9B[★]

Consumer

★ 2025 net sales

Our global priority verticals



Aerospace



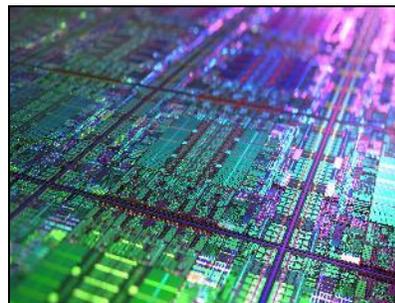
AR/VR



Automotive



Energy



Electronics



Data Centers



Home Cleaning



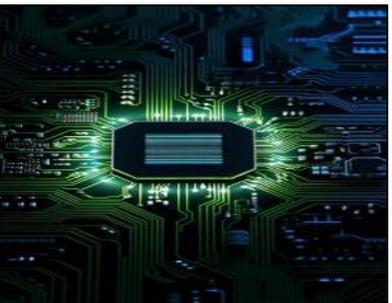
Home Improvement



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 4,446 crores
(FY 2024-25 sales);
+13.6% YTD Q3 FY2025-26



~1255 employees



Serving our customers through four Business Groups

(sales mix% & growth% over prior year shown thru YTD Q3 FY2025-26)

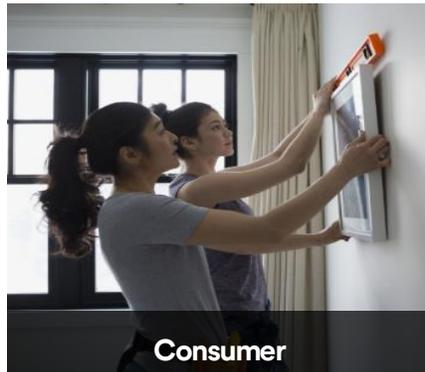
36% mix, 9.1% growth



32% mix, 14.7% growth

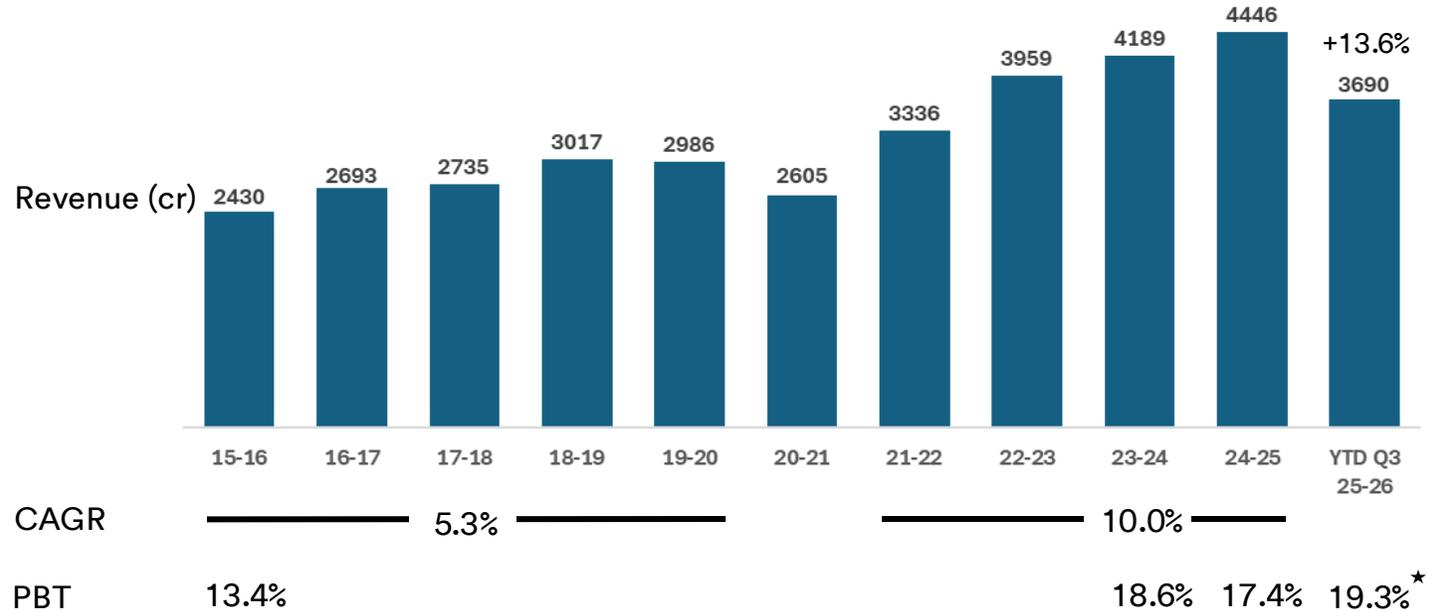


20% mix, 16.1% growth



11% mix, 15.5% growth

Revenue, Growth & PBT trend



* exclud exceptional items

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



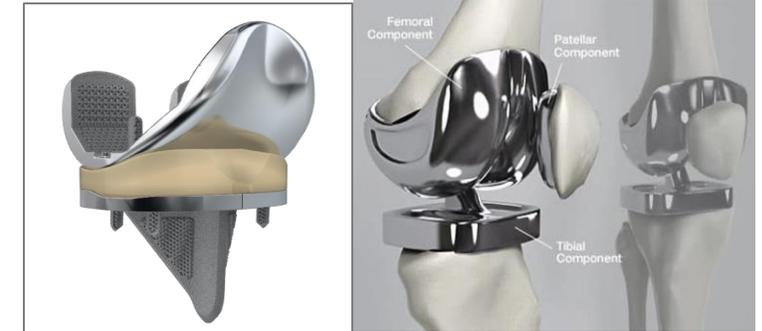
Category penetration with localized portfolio

Specifications eXcellence:

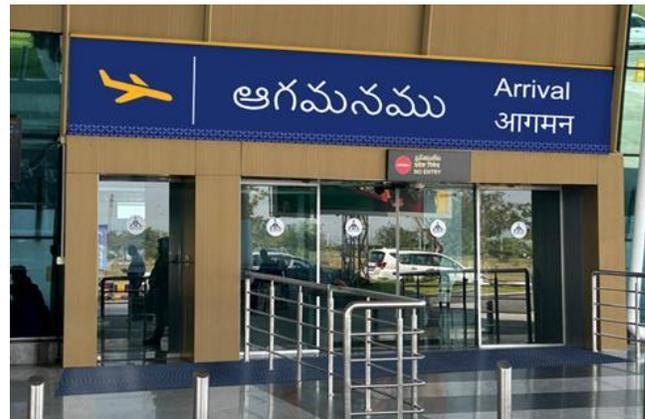
Materials spec-in in new Automotive models



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 Jan-Dec 2025

5365

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



3M India Board of Directors



Radhika Rajan
(Chairperson, Non-Executive
Independent Director)



Ramesh Ramadurai
(Managing Director till
31st Mar 2026)



Aseem Joshi
(Managing Director eff
1st Apr 2026)



N V Sivakumar
(Non-Executive Independent
Director)



M D Ranganath
(Non-Executive Independent
Director)



Jayanand Kaginalkar
(Executive Director)



Tabby Kim
(Non-Executive Director)



Elizabeth Kong
(Non-Executive Director)



Thank You!