

May 17, 2016

The Board of Directors  
3M India Limited  
Plot No. 48 - 51, Electronic City  
Hosur Road  
Bangalore - 560 100

Dear Board Members,

Pursuant to my appointment as Managing Director of 3M Korea with effect from June 1, 2016, I will not be able to continue as Managing Director of the Company. I hereby submit my resignation as Managing Director of the Company from the closing hours of May 31, 2016. However, I shall continue to be a Director on the Board of 3M India limited.

I thank all the Board Members for the support and co-operation extended to me in the discharge of my duties as Managing Director of the Company.

Best regards

Yours truly,

A handwritten signature in black ink, appearing to read 'Amit Laroya', with a large, sweeping flourish at the end.

**AMIT LAROYA**