



May 3, 2017

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

Dear Sirs,

As I have been appointed as Director-International Finance for Industrial Business and will be relocating to St. Paul, USA, I will not be able to continue as Director of the Company. I hereby submit my resignation as Director of the Company from the conclusion of the Board Meeting to be held on May 26, 2017. I request that my resignation be placed before and accepted at the ensuing Meetings to be held May 25, 2017 and May 26, 2017.

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

Best regards

Yours truly,

A handwritten signature in blue ink, appearing to read 'Manuel B Pardo', is written over a horizontal line.

(MANUEL B PARDO)