



Creating Sustainable Value

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Agenda

- 3M Video
- 3M India Financial Results (Q4 & Full Year)
- Growth Focus
- Q & A

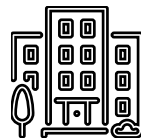
3M in India



(March 31, 2021 data)



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



3 Manufacturing sites
1 R&D Center
2 Innovation Centers



INR 3959 crores
(consol. FY 2022-23)
+18.7% growth



1200+
Employees

FY 2022-23 Q4 & Full Year Consol. Results - Snapshot

Q4

Revenue & Growth

INR 1046 crores; +13.0%

PBT, PBT%, PBT growth

184 cr.; 17.5%; +21.7%

PAT, PAT%, PAT growth

136 cr.; 12.9%; +19.6%

Full Year

Revenue & Growth

INR 3959 crores; +18.7%

PBT, PBT%, PBT growth

607 cr.; 15.1%; +65.3%

PAT, PAT%, PAT growth

451 cr.; 11.2%; +65.8%

Serving our customers through four Business Groups

(FY 2022-23 consol sales in INR shown at bottom of slide with sales mix% & growth over prior year)

Safety & Industrial

Transforming how work gets done

1301 cr.

33% mix
+ 9.0% growth

Transportation & Electronics

Solving tough customer challenges to advance a connected world

1569 cr.

40% mix
+33.6% growth

Health Care

Enabling better, smarter, safer healthcare

655 cr.

17% mix
+18.6% growth

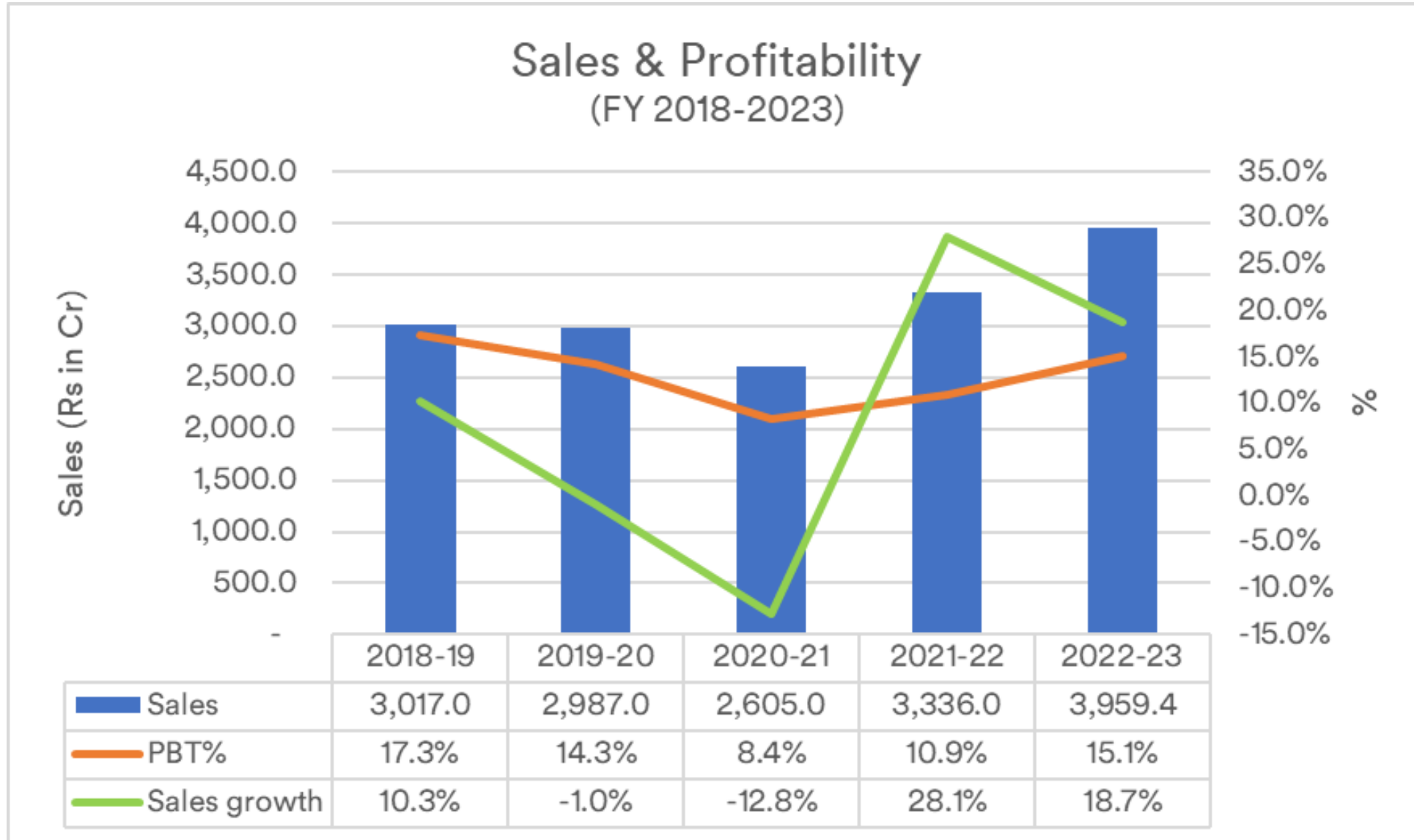
Consumer

Bringing 3M to the hearts and minds of consumers

410 cr.

10% mix
+5.7% growth

Five Year Sales & PBT Trends (Consolidated)



Commentary on FY 2022-23 Financial Results

(consolidated)

Revenues:

- Strong performance in Transportation & Electronics and Health Care, both in Q4 and full year.
- De-stocking in Consumer in Q4.

Margin:

- Material Cost: 30bps improvement in Q4 and 50bps improvement full-year.
- Raw material & FX headwinds offset by price, mix and factory cost improvement actions.
- Spending discipline. Improved cost absorption.

Cash Flow:

- 432 crores (excl. dividend)

Growth Focus

- Automotive value chain (OEMs, tiers, after market)
- Penetration growth in prioritized industrial segments
- Infrastructure.
- Continued focus on practices in hospital settings.
- Consumer product portfolio.



INFUZE launch in partnership with INS India at the 8th INS India Annual conference



Update on Health Care Business

- Proposal for 3M India for continue to operate the Health Care business in India under a manufacturing and distributorship arrangement with the global company.
- Board of Directors of 3M India have granted approval for the management of 3M India to commence discussions and negotiations.

Q&A