



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

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

August 26, 2025

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 Sirs

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 38th Annual General Meeting of 3M India Limited held on August 26, 2025 through Video Conferencing (VC)/Other Audio-Visual Means (OAVM).

- The **38th Annual General Meeting (AGM/Meeting)** of the Members of the Company was held on Tuesday, August 26, 2025 at 10.30 a.m. (IST) 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.
- Ms. Radhika Rajan, Chairperson occupied the Chair at 10.30 a.m.
- The requisite quorum, being present, Chairperson called the Meeting to order.
- Chairperson 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.
- Chairperson introduced the Directors, Key Managerial Personnel and the invitees present at the Meeting.
- Chairperson 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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- Chairperson affirmed that she 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 Chairperson 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.
- Chairperson thereafter delivered her speech.
- Chairperson invited Mr. Ramesh Ramadurai, Managing Director of the Company to present the business aspects of the Company. Mr. Ramesh Ramadurai briefed the Meeting on the performance and various other initiatives of the Company.
- Thereafter, Chairperson 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:

Ordinary Business

1. Adoption of Financial Statements for the financial year ended March 31, 2025.
2. Declaration of Dividend for the financial year ended March 31, 2025.
3. Re-appointment of Ms. Kong Sau Wai Elizabeth (DIN: 10879418) who retires by rotation, as a Director.

Special Business

4. Approval of Material Related Party Transactions with 3M Company, USA.
 5. Approval for payment of Royalty to 3M Company, USA.
 6. Appointment of Secretarial Auditor.
 7. Ratification of remuneration payable to Messrs. Rao, Murthy & Associates, Cost Auditors for FY 25-26.
- On invitation of Chairperson, 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. Ramesh Ramadurai, Managing Director to the queries raised by the Members.



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- Chairperson, thereafter, thanked all the Members for their participation and for the constructive suggestions and comments.
- Chairperson 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.
- Chairperson 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 NSDL.
- Chairperson thanked all the Members for their participation and declared the closure of the Meeting.
- Total 57 Members were present for the Meeting.
- The Meeting commenced at 10:30 a.m. IST and concluded at 12:15 p.m. IST.

Also, please find the enclosed copies of the Chairperson's Speech and Managing Director's Speech at the 38th Annual General Meeting and declaration under Regulation 34(1)(b) for no change in Annual Report 2024-25.

Kindly take the above intimation on your record.

Thanking you
Yours faithfully

For 3M India Limited

Pratap Bhuvanagiri
Company Secretary and
Compliance Officer

ADDRESS BY CHAIRPERSON

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 38th Annual General Meeting of your Company through Video Conference and Other Audio-Visual Means.

Thank you for your participation today. I trust the Notice convening the Meeting, the Boards' Report and the Audited Financial Statements together with the Auditor's Reports for the year ended March 31, 2025, which were sent to you all electronically on August 4, 2025, have been received by you.

As I take on the role of Chairperson of 3M India, I do so with a deep sense of honour. 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.

We enter FY 25-26 amidst considerable global economic uncertainty and trade tensions. Amidst these headwinds, India remains relatively resilient. The country continues to lead among major global economies, driven by robust domestic demand, thriving service-led sectors and a deepening focus on infrastructure and innovation. This sustained growth momentum reflects the underlying strength and adaptability of our economy, even in the face of external volatility.

Strategic investments in rural development, digital transformation and inclusive policies are laying a strong foundation for long-term prosperity, positioning India as a beacon of stability and opportunity in a shifting global landscape.

I am pleased to report that we continue to pursue a sustainable growth path. Our disciplined execution delivered sales growth of 6.1%.

The foundation of our impact lies in the strength and diversity of our four business groups: Safety & Industrial, Transportation & Electronics, Consumer and Healthcare. Together, these businesses demonstrate the breadth of our technology, the depth of customer trust and our enduring commitment to improving lives through science.

Our vision of progress is rooted in responsibility. We are actively advancing environmental stewardship across our value chain supporting industries in their decarbonisation efforts and contributing to a global transition toward a circular, climate-resilient economy. Our sustainability efforts are anchored in science, powered by our innovation platforms and guided by a philosophy of doing more with less.

We believe long-term success is rooted in inclusivity. At 3M India, we are committed to building and fostering a culture of belonging. Our people strategy prioritises inclusive hiring, equal growth opportunities and diverse perspectives strengthening our culture and sharpening our impact.

Beyond our operations, we continue to invest in communities. Our social impact initiatives are focused on expanding access to STEM education, providing scholarships to young women, improving community health and building water resilience through grassroots partnerships.

I am optimistic about what lies ahead. At 3M India, we remain driven by our purpose, strengthened by our people and energised by the opportunity to create long-lasting value for stakeholders.

I would like to extend grateful thanks to the outgoing Directors of the Board: Mr. Bharat Shah, Mr. Biren Gabhawala, Mr. Amit Laroya, Mr. Andrew Bennett and Ms. Yun Jin. Their guidance and counsel were invaluable.

I am pleased to share that your Company's board has recommended for your approval a dividend of Rs. 535/- per equity share, that is, a final dividend of Rs. 160/- per equity share and a special dividend of Rs. 375/- per equity share.

Mr. Ramesh Ramadurai, Managing Director, will cover the details of the financial performance of the Company for the financial year 2024-25 and for the 1st Quarter of 2025-26 separately.

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 and not least, on behalf of the Board of Directors of 3M India Limited I thank you, dear shareholders, for your constant trust and support.

Thank You.

3M INDIA LIMITED
38th Annual General Meeting, August 26, 2025
ADDRESS BY MANAGING DIRECTOR

Thank you, Madam Chairperson.

Namaskara, Namashkar.

Good morning, Ladies and Gentlemen.

My greetings to all of you. Welcome to the 38th Annual General Meeting of your company, being conducted virtually. It is my honor to serve 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 global economy continues to be buffeted by various geopolitical issues. Global economic growth was 2.8% in 2024 and is projected to be 2.5% in 2025. During the financial year 24-25, the Indian economy delivered a robust growth of about 6.5%. India's GDP growth for 2025-26 is projected between 6.0% to 6.5%.

The recently announced tariffs on Indian exports have inserted another element of uncertainty. Your Company's exports are minimal and therefore there is negligible direct impact. However, the Company's revenues may be affected based on the impact on our customers in sectors such as auto components, machinery etc. We expect that uncertainty will continue for some time.

In any event, and more so in such a scenario, we must double-down our efforts on those aspects of our operations that we can directly influence.

We started investing selectively from the second half of the last financial year. These investments focused on improving our market presence, by increasing sales and marketing headcount and selectively increasing advertising and promotions. They were targeted at large, existing market segments, which had the potential to provide sustainable returns in a relatively short period of time.

These initiatives have contributed to the improvement in the Company's year-on-year growth rates over the last five quarters. Our growth was flat in Q1 of FY 2024-25 vs previous year, and then improved to about 7% in Q2, 8% in Q3 and 9.5% in Q4, resulting in a growth of 6.1% in full year FY 2024-25 vs previous year.

We are pleased to report that the Company continued on this path of sustaining growth by delivering 14.3% growth vs previous year in the first quarter of the current financial year 2025-26. We are encouraged by this progress.

It is difficult to predict the impact of the external environment on our results in the short term. We do anticipate some volatility. 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. That is why we selected “Resilient Growth” as the theme for this year’s annual report.

The underlying strength of the Company, its technologies, customer relationships and its dedicated team of employees have all contributed to the resilience of the Company.

I will comment on a few aspects that contribute to building resilience.

Financial Strength: We continue to maintain a strong financial position in the Company, with a healthy balance sheet, reserves as well as 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, despite recent softening. 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.

I will now turn to your company's performance in the financial year ended March 31st, 2025.

For the year 2024-25, your company posted revenues of INR 4446 crores, registering a 6.1% growth over previous year. Profit before tax declined marginally by 1% to INR 773 crores. This decline was mainly due to increased investments in sales and marketing to expand our market coverage. Excluding the one-time Vivad-Se-Vishwas (VsV) impact, Profit after tax declined by 1% to 575 crores, with a PAT margin of 12.7%.

I would like to make a few remarks on the VsV scheme. This is a tax initiative introduced by the Government, allowing taxpayers to settle outstanding disputes by paying only the incremental tax liability, with a complete waiver of interest and penalties. Your company opted to settle certain long-outstanding tax disputes to optimize tax costs, avoid prolonged litigation and cost of litigation and free up management bandwidth.

As you know, your company operates in four business segments. For the year 2024-25, Safety and Industrial contributed 32% of the revenue mix, Transportation & Electronics 38%, Healthcare 19%, and Consumer 11% of the revenue mix.

All segments delivered growth, with healthcare leading the growth at 13.7%, Consumer 8.6%, Safety & Industrial 6.0%, and Transportation & Electronics segment delivered 1.6% growth.

Let me now turn to the first quarter of FY 2025-26.

Your Company posted revenues of INR 1196 crores in the first quarter of the current financial year 2025-26, with a growth of 14.3% versus previous year. We delivered a PBT of INR 239 crores, an increase of 13.5% over previous year, at 19.8% to sales.

There have been uncertainties in the market due to external issues, including geopolitical concerns. The passenger vehicle production grew in the low single digits during the quarter. The index of industrial production was also soft in the first quarter of the current financial year. We will continue to remain watchful of the market conditions.

The Company published its third Business Responsibility and Sustainability Report (BRSR) for FY 24-25, 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 24-25, 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 scholarships for young women, to healthcare and community-based water resilience initiatives. Through strategic partnerships and volunteer engagement, we aim to strengthen social infrastructure and foster lasting change across diverse communities.

Update on 3M India Board:

As covered by the Chairperson in her speech, the year 2024-25 saw several changes to the Board.

After serving for ten years as an Independent Director, Mr. Bharat Shah retired as the Chairman of the Board of 3M India Limited on March 26, 2025. We greatly benefited from his leadership and astute counsel, and we place on record our sincere gratitude for his contributions. Mr. Biren Gabhawala retired from the Board of 3M India Limited on August 13, 2024, upon completion of ten years as an Independent Director. During his tenure, Mr. Gabhawala served as the Chairman of the Audit Committee, amongst other roles, and provided invaluable guidance and leadership to the Board. We place on record our sincere gratitude to Mr. Gabhawala.

In other changes to the Board composition, Ms. Vidya Sarathy resigned as Whole-Time Director and CFO and Mr. Andrew Bennett, Mr. Amit Laroya and Ms. Yun Jin resigned as Non-Executive Directors. We sincerely thank them for their numerous contributions.

We welcome Mr. N.V. Sivakumar as Independent Director, Mr. Jayanand V. Kaginalkar as Whole-Time Director, and Ms. Elizabeth Kong and Ms. Jung Hyun Kim as Non-Executive Directors on the Board.

I am grateful to our talented and committed team of 3Mers and my colleagues who contribute every day in the best interests and for the success of the Company. I thank them all once again.

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 Chairperson, Ms. Radhika Rajan, 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 Chairperson.

Place: Bengaluru
Date: August 26, 2025.

Ramesh Ramadurai
Managing Director



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Dear Sirs

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 2024-25, which was submitted to the Stock Exchanges on August 4, 2025.

Kindly take the above intimation on your record.

Thanking you
Yours faithfully
For 3M India Limited

Pratap Bhuvanagiri
Company Secretary and
Compliance Officer