3M Science. Applied to Life.™

Now to NEXT

POWERING THE FUTURE

3M India Limited
Annual Report 2025-26

MOVING FROM

NOW TO NEXT

3M's TECHNOLOGY IS SHAPING THE FUTURE.

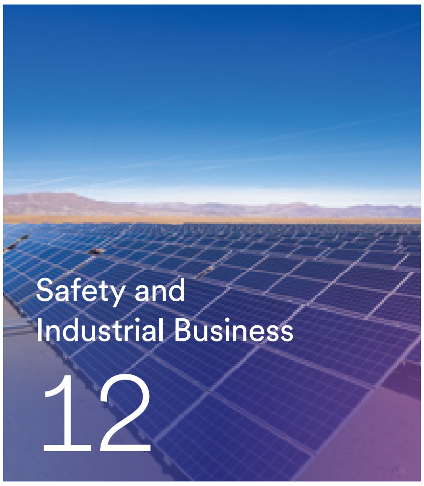
From technological advances and Artificial Intelligence to geopolitical and economic uncertainty, the pace of change has never been so rapid.

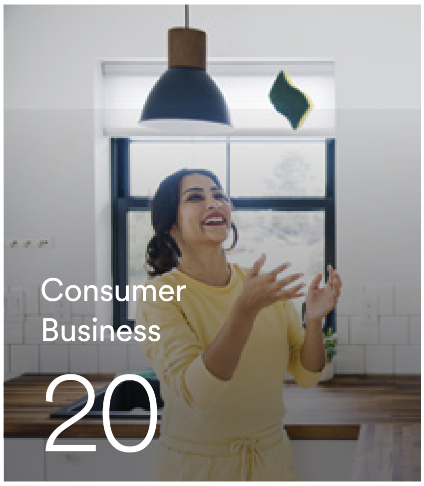
To forecast things better, 3M undertook a study to understand which technologies will most influence the future of how we live, work, and interact within our communities.

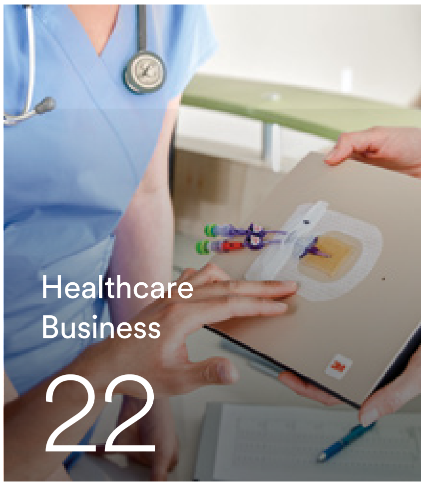
Our deep expertise enables us to address current challenges in areas of **mobility, safety, workforce dynamics, and energy**, while envisioning a future shaped by breakthrough innovations.

These technologies will play a fundamental role in advancing material and digital science, helping transition from what exists today to **what comes next.**

INSIDE THE REPORT



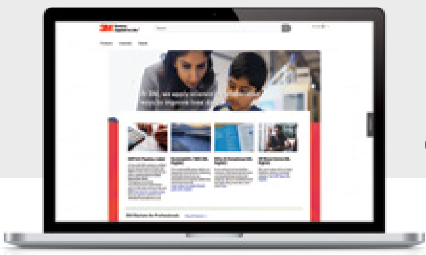




CORPORATE OVERVIEW

STATUTORY REPORTS

FINANCIAL STATEMENTS



Scan to Know more

To download this Annual Report and our other corporate literature visit www.3mindia.in

Shaping Solutions the World Needs Next

You may not always see our technology, but you are never far away from the impact it is making in day-to-day life.

At 3M, all employees are dedicated to science and exploration, striving to understand our customers' needs. We endeavour to solve today's challenges and prepare for the future, aiming to create a more positive world through science by delivering innovative solutions that add value to our customers and communities.

Everything we create is shaped by a culture of using science to solve the world's problems.

Acting with Unwavering Integrity

We hold ourselves and our colleagues to the highest standards of honesty and integrity, both inside and outside the workplace. We are truthful and transparent. Acting with unwavering integrity is the cornerstone of 3M's cultural elements, which define how we behave and how we represent 3M.

We follow the laws and regulations that apply to the work we do and where we do business.

If the Code sets a higher standard than the law, then we follow the Code. We all play a role in protecting 3M. We do so by creating an environment of trust and respect and being part of the solution by speaking up when something is not right.

3M Company, USA

Innovation is at the core of 3M. It is how we grew from a small sandpaper company in Minnesota to a global materials science and manufacturing leader with approximately 60,000 employees globally.

- 3M acquired its first patent in 1924. Today, we have 136,559 patents for our products, technologies, and processes.
- 3M currently serves customers under three business groups: Safety and Industrial, Transportation & Electronics and Consumer.
- 3M has R&D capabilities in 32 countries with 56 research labs worldwide.
- Our innovation engine is grounded in 49 technology platforms, backed by about USD 1.2 billion in annual R&D spend.
- For more than 80 years, the 15% Culture has empowered 3Mers to spend 15% of their time on a project or idea that excites them.
- In 2025, 3M Company delivered strong adjusted sales of USD 24.9 billion.

Global goals 2025-27

As we look to the future, we are focused on prioritising innovation and productivity so that we are delivering for our stakeholders. Here are our goals through 2027:

1,000
New product launches

USD 1 billion
In sales above the macro

USD 1 billion
In supply chain net productivity

USD 10 billion
To be returned to shareholders

3M | eXcellence

Our 3M Excellence model is showing clear results in our financial and operational performance. We have improved execution by our frontline sales force, as well as how we work with our channel partners, by developing joint plans to align objectives and incentives with our most strategic distributors. Through these efforts, we are building a robust pipeline of opportunities for the future. Our new **Everyday Excellence** initiative and **Performance Culture Behaviours** define expectations in the workplace. Our focus on accountability and continuous improvement is essential to turning strategy into results.

3M India Limited, established in 1987, is a subsidiary of 3M Company, USA.

3M Innovation Centre, St. Paul, USA

Driven by Science, Focused on India

We apply deep scientific expertise to address real-world challenges and enhance everyday living. Over the years, our presence in India has evolved into a strong platform, supported by scale, skilled talent and a clear focus on impactful innovation.

39 years
of innovation-led impact in India

3
World-class manufacturing facilities

₹35,782 Cr
Market capitalisation (as on December 31, 2025)

2
Dedicated innovation centres

1,273
Employees powering operational excellence

Progress in an Evolving Environment

We delivered steady revenue growth with improved underlying operating performance, supported by cost discipline and operating leverage.

14.5%
Revenue growth

19.1%
Growth in EBITDA

R&D Capabilities

- Strengthened innovation and customer collaboration through Customer Technical Centres in Bengaluru and Gurugram, along with the Digital Application Engineering Studio in Bengaluru.
- 173 patents as on March 31, 2026.
- Engaged with over 5,150 visitors across Customer Technical Centres during FY 25-26.

Accelerating Impact across Critical Industry Challenges

Our diversified business mix demonstrates the strength of our innovation capabilities and the confidence we have earned across industries. Each business group addresses distinct sectoral challenges, delivering solutions that are safe, efficient and sustainable.

Business Segments

Safety & Industrial
16.0%
Growth

Transportation & Electronics
10.1%
Growth

Consumer
15.6%
Growth

Healthcare
17.5%
Growth

Scaling Strategies for Accelerated Outcomes

To strengthen our market position and drive long-term value creation, we remain focused on a set of clearly defined strategic priorities.

Commercial Excellence

- Fortify the innovation pipeline and elevate commercial discipline to accelerate growth, improve conversion, and drive more predictable performance.
- Secure specifications with strategic customers by engaging earlier, demonstrating differentiated value, and increasing share in priority applications.
- Deliver a best-in-class customer experience through superior service, operational excellence, and a seamless, high-quality customer interface.

Local R&D Capability

- Accelerate India-for-India innovation in priority markets to address local needs, capture targeted growth opportunities, and strengthen competitive advantage.
- Scale relevant global new products in India through focused localisation and disciplined commercialisation to accelerate growth and expand market reach.

Local Supply Chain

- Strengthen outsourcing and contract manufacturing capabilities to improve flexibility, enhance cost competitiveness, mitigate supply risk, and support scalable growth across priority product portfolios.
- Expand capacity and add new manufacturing lines for selected product portfolios to support demand growth, improve service levels, and create a stronger, more resilient supply base aligned with strategic business priorities.

Talent and Organisation

- Build a culture defined by bold ambition, speed, and performance, with higher expectations, faster execution, and clear accountability for results across the enterprise.
- Strengthen organisational capability and bench depth to ensure the leadership, talent, and critical skills required to execute strategic priorities and sustain long-term growth.

Advancing with Innovation, Agility and Purpose

Dear Shareholders,

It is my pleasure to address you for the first time as Chairman of 3M India Limited.

I have assumed this responsibility at a time when industries across the world are navigating rapid shifts in technology, sustainability priorities, supply chain dynamics, and customer expectations.

India offers tremendous growth opportunities given the government's focus on making India a global sourcing hub for precision and hi-tech manufacturing. In the coming years, a vibrant ecosystem of component manufacturing is expected to emerge in India and offer a world-class, reliable sourcing pool.

Making Science-led Progress

Your Company's revenue from operations increased by 14.5% to ₹ 5,089.8 crores for the financial year ended March 31, 2026 compared to ₹ 4,445.6 crores in the previous financial year.

Our four business groups also performed well with increase in revenue vs the previous financial year. Safety and Industrial business grew by 16.0%; Transportation & Electronics business increased by 10.1%; Consumer business increased by 15.6% and Healthcare business grew by 17.5%.

Responsible Journey

Our approach is anchored in responsible manufacturing, environmental stewardship, people development, and community engagement, enabling us to build a business that is both resilient and future-ready. During the year, we strengthened our environmental initiatives through focused actions in water circularity, energy efficiency, and operational sustainability across our manufacturing facilities.

Our people remain central to our progress and performance culture. Building an inclusive, collaborative, and high-performing workplace that empowers employees to learn, grow, and contribute meaningfully, is a point of focus.

We remained committed to creating meaningful social impact through investments in talent development, STEM education, employee volunteering, and community partnerships. Through programmes such as the National Apprenticeship Scheme and 3M Wonder Tinkering Labs, we continued to support skill development, innovation, and future-readiness among young learners and professionals.

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₹ 5,089.8 Cr
Revenue from operations in FY 25-26

14.5%
Growth in revenue from operations

Our employee volunteering initiative, Together We Give, further reflects the strong culture of purpose and collective responsibility embedded within the organisation.

Strong governance continues to form the basis of our foundation. We remain committed to conducting business with integrity, transparency, accountability, and high ethical standards across all aspects of our operations. Our governance framework supports responsible decision-making, effective risk management, regulatory compliance, and stakeholder trust.

Closing Note

I am honoured to serve your Company in the role of Chairman of the Board. I would like to express my sincere gratitude to my predecessor, Ms. Radhika Rajan, for her outstanding leadership during her 10-year tenure on the Board of 3M India, including the last year as Chairperson. In addition, in May 2026, Mr. Ramesh Ramadurai, Managing Director and Board member, completed a long and illustrious career with 3M India. I wish him all success in his retirement.

I would also like to extend my heartfelt appreciation to our employees for their continued dedication, to our customers and business partners for their enduring trust, and to our shareholders for their ongoing confidence in our Company. Together, we will continue to build a business that is agile, responsible, and well-positioned for the future.

Warm regards,
M. D. Ranganath
Chairman of the Board

Managing Director's Review

Building Momentum for the Future

Dear Shareholders,

It is my distinct honour to present the Annual Report of 3M India Limited for FY 25-26 and to share some highlights of your Company's performance.

According to the Economic Survey FY 25-26 released by the Ministry of Finance, Government of India, the Indian industrial sector continued to demonstrate resilience during the year, growing by 7.0% in the first half of FY 25-26 compared to 6.1% in the corresponding period of the previous year. Manufacturing activity also witnessed a strong recovery, reflecting improving industrial demand and stronger momentum across key sectors.

Your Company's Performance

The year under review reflected the strength of our diversified business portfolio and disciplined execution. Despite a dynamic global operating environment, we delivered sales growth of 14.5% and profit growth of 15.6% (PBT after exceptional items) in FY 25-26. This performance was driven by strong customer engagement, expanding opportunities across priority end markets, and sustained investments in localisation, commercial excellence, innovation, and capability building.

Business-wise Highlights

The momentum of our progress continues to be driven by our four business groups, spanning Safety & Industrial, Transportation & Electronics, Consumer, and Healthcare. Together, these businesses reflect the breadth of our science and the depth of our innovation ecosystem.

Safety & Industrial Business

The Safety & Industrial Business continued to strengthen its focus on delivering productivity enhancement solutions across key segments.

- In **Abrasives Solutions Division,** the Company worked closely with customers to engineer tailored abrasives solutions to meet specific requirements, particularly in automation and robotic applications.

In our **Electrical Products Division**, the year marked the Company's entry into the general-use electrical vinyl tapes category through the electrical trade channel, further broadening its product portfolio. In **Automotive Aftermarket Division**, we significantly expanded our footprint, enabling a wider base of Indian car owners to access 3M's innovative solutions. In the **Industrial Adhesives & Tapes Division,** we successfully scaled multiple global product launches in the Indian market, reinforcing our innovation-driven growth strategy. Our **Personal Safety Division,** continued to ensure worker safety across key market segments, including heavy machinery, transportation & pharma/chemicals.

Transportation & Electronics Business

This business serves global transportation and electronic Original Equipment Manufacturers (OEM) with products for automotive and aerospace, commercial solutions, advanced materials and transportation safety solutions. A few highlights:

- Government's significant allocation of 9% on infrastructure is expected to create robust growth opportunities for 3M India's transportation safety and commercial branding portfolios.
- Passenger vehicle production grew 6-7% outpacing the industry average with premium vehicle sales rising 15% helping drive strong demand across automotive, fleet and premium segments.
- Significant investments by GCCs, hospitality and retail sectors in commercial spaces is driving demand for cutting- edge branding and design solutions.
- Electronics manufacturing grew 12-20% in the year.
- Semiconductor manufacturing investments grew 18%, driven by government incentives.

Consumer Business

This business segment serves consumers with home care, office supply and stationery, home improvement and consumer healthcare products.

Sales of all products grew in categories of broom and home improvement. Further, we witnessed growth in all three channels, comprising general trade, modern trade and e-commerce. We also launched our international product range on e-commerce channels.

Healthcare Business

This segment provides products and services such as medical and surgical supplies and oral care solutions. Effective April 1, 2024, your Company became the exclusive Licensed Manufacturer and Reseller as well as an Independent Distributor for most of Solventum Corporation's healthcare products in India.

Healthcare Business continued its role as a technical partner to several professional bodies, contributing to the advancement of medical practices in hospital settings and dental clinics.

ESG

Your Company's efforts to reduce waste, energy use, and water use continue. This moves us closer to our reduction targets while also providing resource efficiencies, driving business value and improving performance.

Your Company is an engaged member of our communities. We know that strong communities support local economies and well-being. We offer training and education opportunities in STEM and the skilled trades through a set of robust and wide-ranging programmes in local communities.

Our employee volunteering programme **Together We Give** strengthens connections between our people and communities.

Board Updates

After serving for 10 years on the Board of 3M India, including the last year as Chairperson of the Board, Ms. Radhika Rajan retired on May 26, 2026. We are grateful to her for her guidance and counsel, and place on record our sincere gratitude for her contributions.

We are delighted to welcome Mr. M. D. Ranganath as Chairman of the Board effective May 27, 2026. Mr. Ranganath has over 34 years of leadership experience across global IT services and financial services. We look forward to his leadership.

We are also pleased to welcome Ms. Kavita Nair to the Board as Independent Director effective May 27, 2026.

Detailed profiles of the Board members are provided in later pages.

After 36 years of service to 3M across multiple geographies, Mr. Ramesh Ramadurai, Managing Director, retired on May 31, 2026. Ramesh has been on the Board of 3M India Limited since 2015, initially as Non-Executive Director and later as Managing Director from 2019 till 2026. We are deeply grateful for his service and contributions, and wish him well.

Acknowledgements

As we look ahead, we remain confident in our ability to sustain and accelerate our momentum as we advance from Now to Next. We remain firmly committed to upholding the highest standards of ethics, compliance, quality, and safety across every aspect of our business.

I would like to take this opportunity to thank our Board of Directors for their able guidance. Our sincere thanks to the Government of India, the State Governments, and various government agencies for their continued support. My sincere gratitude to all our customers, partners, vendors and employees for their involvement, encouragement and support throughout the year.

Thank you.

Aseem Joshi
Managing Director

Driving Safety, Performance and Reliability

The Safety & Industrial Business Group (SIBG) drives performance, safety and reliability to protect people and transform how work gets done. SIBG serves a broad range of customers with products spanning multiple markets, including personal safety, industrial adhesives and tapes, electrical and abrasive systems. These businesses drive many of 3M's largest technologies and portfolios.

3M's ability to align material innovation with our automation requirements has had a measurable impact on yield and throughput. They understand manufacturing, not just materials."

— Operations Head, Solar Module OEM

> *What sets 3M apart is consistency. Whether on a project site or inside a manufacturing plant, their solutions perform exactly as promised.”*
>
> **— Head of Quality, Renewable Energy Developer**

Enabling India’s Clean Energy Transition

The Challenge

Supporting Scale, Speed and Long-term Reliability in Renewable Infrastructure

India’s transition towards renewable energy is accelerating, driving the need for reliable, efficient and scalable infrastructure. As solar, wind and hybrid installations expand rapidly, developers and EPC contractors are under increasing pressure to execute projects faster while ensuring consistent performance over long operating lifecycles.

3M’s Collaborative Approach

Enabling Performance through Advanced Connectivity Solutions

We worked closely with stakeholders across the renewable value chain to address these evolving challenges. By driving the adoption of our **Power Cable Accessories** portfolio, including Heat Shrink and Cold Shrink technologies, we supported a wide range of applications from large utility-scale solar parks to high-precision manufacturing lines.

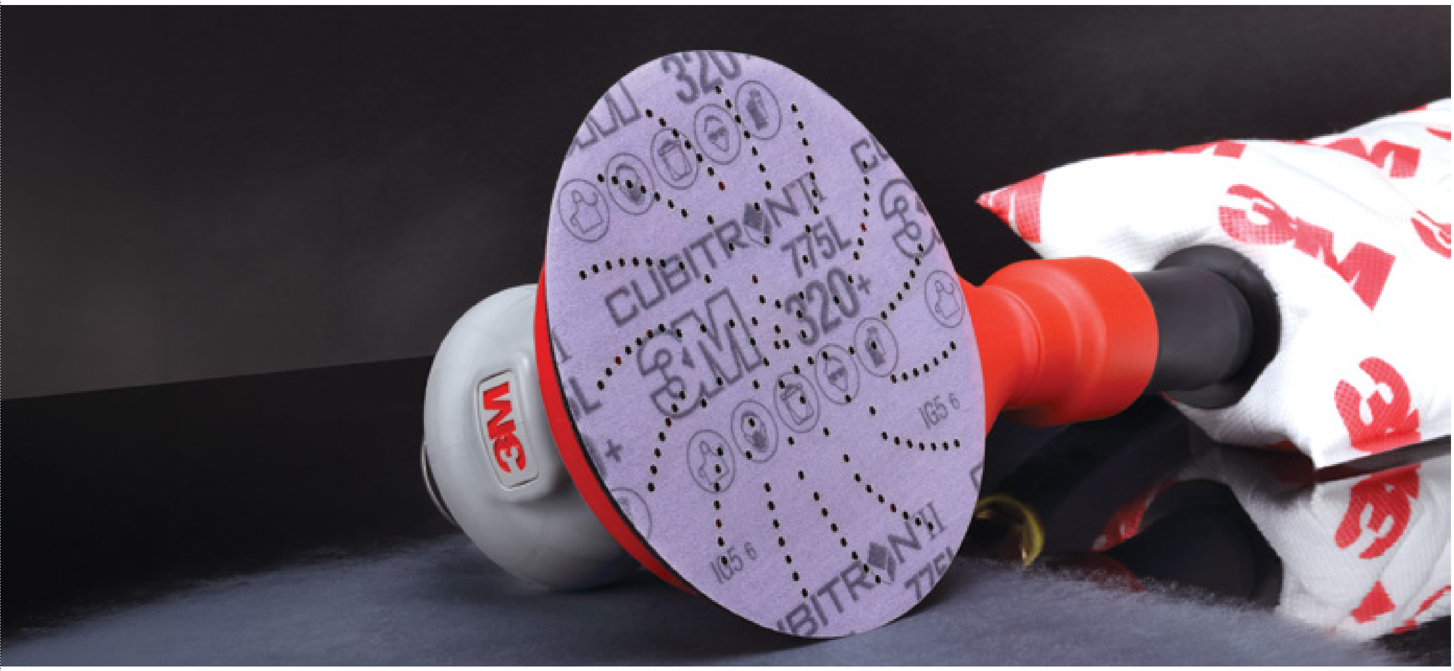
In parallel, we expanded our presence within the manufacturing ecosystem by partnering with OEMs to improve production efficiency, throughput and product consistency to enable greater value creation.

Proven Results

Strengthening Reliability across the Renewable Ecosystem

Our solutions enabled efficient and dependable power flow from generation to grid, including in remote and high-stress environments where reliability is critical. By addressing both field-level installation challenges and factory-level precision requirements, we supported our customers with faster project execution, improved system safety and enhanced long-term asset performance. This integrated approach reinforced our position as a trusted partner in building the infrastructure required to support India’s clean energy ambitions.

Driving Safety, Performance and Reliability



Advancing India's Semiconductor Manufacturing Ambitions

The Challenge

Enabling Ultra-precision Manufacturing for Semiconductor Applications

India's ambition to emerge as a global semiconductor manufacturing hub is translating into tangible capabilities across ecosystems. At the core of this transformation is the localisation of vacuum chamber manufacturing, a highly specialised requirement for semiconductor processes.

India's semiconductor market, valued at USD 41.2 billion in 2024, is projected to a CAGR of around 19% to exceed USD 100 billion by 2030, driving demand for precision-engineered equipment. To support this growth, vacuum chamber components must meet stringent standards of surface precision, cleanliness and defect-free finishing, making advanced surface conditioning critical.

3M's Collaborative Approach

Delivering Precision through Advanced Abrasives and Expertise

Our abrasives solutions are deployed across multiple stages of vacuum chamber production, from surface preparation to final finishing, enabling ultra-smooth surfaces, eliminating micro-defects and ensuring high-precision outcomes. This results in improved efficiency and higher acceptance rates through controlled and predictable finishes.

In collaboration with a leading Indian vacuum chamber manufacturer, we developed a production-ready solution to meet stringent surface requirements. The solution combined **3M™ Xtract™ Cubitron™ II Film Disc 775L with Scotch-Brite™ Pro Disc Pads** and a **3M™ Random Orbital Sander**, delivering the desired finish with lower process complexity, supported by strong technical expertise and close customer engagement.

Proven Results

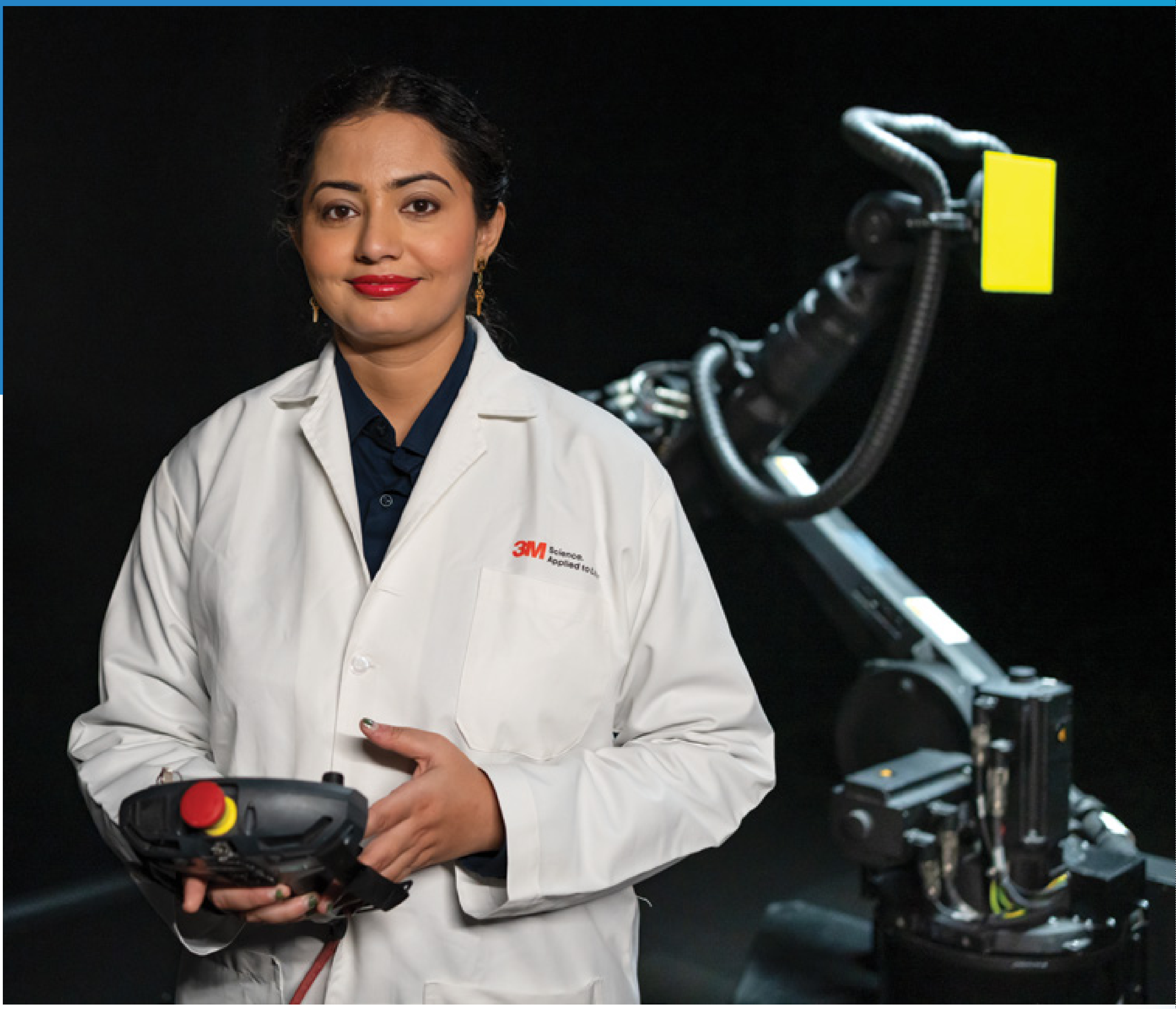
Driving Precision and Reliability Across the Semiconductor Ecosystem

By addressing critical precision requirements, our solutions helped enhance yield, reduce variability and strengthen long-term reliability of semiconductor components.

As India advances towards a self-reliant semiconductor ecosystem, localising high-precision components such as vacuum chambers remains essential.

Engineering Solutions for a Connected World

The Transportation & Electronics Business Group (TEBG) partners closely with customers across a range of industries, including automotive, aerospace, data centre and networks, electronics, and semiconductor to develop industry-first innovations. TEBG focuses on collaborative innovation, working bench-to-bench with leading innovators and in partnership with the broader value chain, to shape the technology and product roadmaps that drive our customers' growth.



Enabling Tomorrow's Technologies at 3M India's Electronics Customer Experience Centre

The Challenge

As electronics manufacturing continues to evolve, there is a growing need for deeper collaboration. Customers increasingly seek environments where they can explore real-world applications and co-develop solutions across emerging technology domains.

3M's Collaborative Approach

Bringing Innovation Closer to Customers

3M India strengthened its innovation ecosystem with the launch of its Electronics **Customer Experience Centre (CEC)** in Bengaluru. The centre has already hosted around 150 engineers and designers, enabling them to explore how 3M's materials can address challenges across consumer electronics, automotive, aerospace, data centres and semiconductor technologies.

Teardown Stations

The CEC features teardown stations where devices are disassembled to reveal the role of adhesives, films, abrasives and connector solutions. These hands-on experiences provide an immersive platform for customers to visualise performance, reliability and miniaturisation in next-generation designs.

NABL-Certified Laboratory

Our Bengaluru R&D centre has further strengthened its capabilities with a NABL-accredited photometry laboratory for testing reflective sheeting and raised pavement markers used in road safety. Built on methodologies aligned with ASTM and IRC standards, the facility offers independently validated performance data, enhancing confidence in testing outcomes and reinforcing technical credibility.

Proven Results

Accelerating Collaboration and Innovation

Together, the Customer Experience Centre and accredited laboratory are enabling deeper collaboration, stronger validation and faster innovation. This integrated ecosystem positions 3M India's Bengaluru R&D Centre as a key hub for advancing technologies and supporting customers in building solutions for the future.

Engineering Solutions for a Connected World

Driving Sustainability in India's Commercial Infrastructure

The Challenge

Enabling Sustainable, Efficient and Scalable Built Environments

As organisations pursue greener operations and align with evolving building standards, the need for solutions that balance performance, aesthetics and environmental responsibility has become increasingly important. Through our **Architectural Solutions Portfolio** we facilitate this transition for our customers.

3M's Collaborative Approach

Transforming Spaces through Sustainable Material Innovation

In commercial offices and technology parks, **3M™ Sun Control Films** help reduce heat ingress, stabilise indoor temperatures and improve comfort, resulting in lower energy consumption and reduced carbon emissions.

At retail chains and corporate campuses, organisations are adopting 3M non-PVC graphic films, manufactured without chlorine or plasticisers, supporting greener procurement and responsible material choices.

In residential and commercial renovations, **3M™ DI-NOC™** architectural finishes offer an alternative to material replacement, enabling surface transformation with reduced waste, lower resource consumption and minimal disruption.

Proven Results

Advancing Sustainability across Built Environments

By combining material science with practical implementation, we are supporting the transition toward more sustainable, resilient and future-ready infrastructure across India.

Delivering Creativity, Simplicity and Efficiency

For decades, millions of consumers have trusted 3M brands including Scotch™, Post-it®, Command™, Scotch-Brite®, Filtrete™, Meguiar's® and more as a part of their everyday lives. The Consumer Business Group (CBG) has a family of iconic, enduring and valuable brands, all underpinned by 3M's proprietary technology. CBG leverages differentiated technology and our leading brands to establish a strong retail presence and increase loyalty with consumers.

Redefining Everyday Cleaning Experiences

The challenge

Breaking Habit-led Consumption in a Mature Category

In India, the scouring category had long been defined by habit, with consumers relying on steel scrubbers and basic pads driven largely by price. We conceptualised a clear shift from a habit-led category to a choice-led experience.

3M's collaborative approach

Redefining the Category Through Occasions and Innovation

We reframed the category around consumer occasions, identifying two key growth spaces: **Everyday Clean** and **Everyday Tough**. Everyday Clean addresses frequent usage occasions where comfort, flexibility and ease are critical, while Everyday Tough focuses on tackling persistent stains requiring strength, durability and performance.

Our portfolio was redesigned to guide consumers. Everyday Clean was strengthened through value offerings such as Silver Sparks and premium formats like Scrub Sponge, Scrub Dots, Net Mesh and Greener Clean. Everyday Tough addressed reliance on steel by substituting it with Super Strong, delivering superior safety and durability.

We focused on breaking entrenched habits through distribution expansion, large-scale sampling, strong in-store visibility and impactful communication.

At the same time, we recognised the emergence of a younger, more style-conscious consumer. Through differentiated design and a strong digital and e-commerce presence, we shaped the premium segment early.

Proven results

Elevating Experience and Reshaping Consumer Choice

We enabled a shift from habit-driven behaviour to informed choice by guiding consumers towards purpose-built solutions and experience-led upgrades. This drove higher penetration, expanded the premium mix and strengthened brand desirability.

Healthcare Business

Advancing Healthcare Outcomes in India

3M India's Healthcare Business Group focuses on leveraging its portfolio, strengthening its commercial model and expanding market access through a robust digital ecosystem.

Healthcare in India is entering a new era, one defined not only by broader access, but by the pursuit of consistency, quality, and measurable outcomes at scale.

At 3M India, we see this as both an opportunity and a responsibility. We believe the future of healthcare will be shaped by clinically led, evidence-based, and system-enabled transformation. Quality improvement is central to this vision, creating a bridge between scientific evidence and sustainable change through a disciplined focus on people, processes, and products.

Our Clinical and Medical Sciences function is a critical driver of this transformation. Its role has evolved beyond supporting product adoption to becoming a strategic enabler of better healthcare delivery. By connecting clinical insight, scientific rigour, and implementation excellence, this function helps translate innovation into real-world impact.

Accreditation standards remain important, but the future of healthcare depends on continuous, data-driven improvement. Our teams collaborate with hospitals to standardise high-impact care practices, strengthen protocols, track quality indicators, and support ongoing training and capability building.

We work closely with clinicians, nurses, infection prevention specialists, and healthcare leaders to identify evolving needs, generate real-world evidence, and shape best practices for the future.

3M India is the exclusive Licensed Manufacturer and Reseller as well as an Independent Distributor for most of Solventum Corporation's healthcare products in India.

Unlocking the Potential of Every 3Mer

We cultivate an environment where talent grows, ideas are valued and individuals are empowered to make an impact. Through strong learning frameworks and inclusive practices, we enable our people to build fulfilling careers while contributing to India's progress.

Celebrating our Culture, Propelling our Vision

People and Communities

At 3M, we bring together people who have different technical expertise, industry knowledge, mindsets, backgrounds and experiences as a catalyst for innovation and growth.

Our Employee Resource Networks are voluntary, employee-powered groups that create connection and community.

In India, 2025 saw tremendous engagement and initiatives in our four ERNs:

Women's Leadership Forum (WLF)
Our WLF events and initiatives included a session on financial literacy, International Women's Day Celebration, Mentorship programme and Network and Collaboration events which brought together women employees for both physical and hybrid meetings.

The New Employee Onboarding Network (NEON) continues to be an integral part of our onboarding programmes with its commitment to helping new employees settle into 3M. The ERN conducted various sessions with new hires like Virtual Plant Tour, implementation of Buddy programme and Leadership Talks.

Our **PRIDE ERN** celebrates PRIDE month across all locations. A Hybrid Human Library event promoted diversity and inclusion by challenging stereotypes through meaningful conversations with community members and allies. Members of the LGBT community were encouraged to share their experiences, perspectives, and stories.

The **Diverse Abilities Network (DAN)** continued its focus on awareness and education by conducting disability awareness workshops for hiring managers and Talent Acquisition teams.

Learning & Leadership Development

Your Company continued to deepen the usage of 3M Learn, a global learning platform which has provided options to employees to pursue self-paced learning. This modern, personalised, and flexible platform creates an environment for every employee to own their development that will best help them grow at 3M.

This year all supervisors and leaders were expected to complete modules on leadership development. Employees in the production workforce are enriched through internal learning led by industry experts, covering both technical and soft skills.

People, Culture and Employee Engagement

3M India will align to the new Global Operating model, making systemic shifts in structures, processes, systems and behaviours. A great deal of effort from the HR organisation has been directed here. Our HR Business partners across manufacturing plants, businesses and functions.

We saw the rollout of our new Performance Culture behaviours which signalled a shift in how performance is viewed in 3M. The HR team engaged with leaders and employees to roll out awareness programmes to ensure these new behaviours are embedded in the organisation.

2025 also saw Performance Everyday evolve into Everyday Excellence. The shift resulted in moving to a five-point rating scale while empowering our supervisors with pay discretion. This was a transformational shift requiring Change Management over a year-long programme that designed process changes to enable behaviour changes.

With a goal to formulate retention strategies, development plans and succession plans, a Talent Review exercise was conducted by HR Business Partners to identify our critical talent.

Our teams at the manufacturing plants focused on skill development for our production employees. We introduced the 'Shubhāste Panthāna' soft skills programme to enhance collaboration and communication.

We saw notable improvement in representation of women in manufacturing through outreach programmes that encouraged greater participation of women in the National Apprenticeship Scheme and second shift operations across two of our plants. This progress was enabled by increased support across safety and transportation.

3M India has 16 employee-led 3M Clubs across the country. Each club works to bring our employees and their families together through multiple events held throughout the year. These events go a long way in creating belonging, making connections and forging a sense of identity as 3Mers.

Holistic Well-being

Workplace well-being has evolved from a peripheral initiative to a core business driver. We recognise that a comprehensive approach to employee health – one that addresses physical, mental, emotional, social, and financial well-being, enhances productivity and aligns with our purpose.

Key factors that we were intentional about this year:

- Conducting road shows throughout the year to educate our employees on employee health insurance programmes.
- Introducing solutions that help our employees get fitter through discounted gym memberships, both virtual and physical.
- Helping employees navigate stress through accessibility to Employee Assistance Services.
- Providing a doctor on call at the workplace.

Our continuing journey:

- Annual Health Check (ACH) is a vital part of ensuring that our employee's remain healthy. The AHC includes a comprehensive check-up that can identify early signs of potential health issues, allowing for timely interventions and support.
- We continue to focus on employee's Safety with 'Journey to Zero'. The roadmap serves as an aid in determining how to strategically improve safety culture in our workplace.
- Financial wellness guidance acts as a continuous way of supporting employees.
- Onsite engagement through digital fitness assessment, blood donation camps, elderly care, OPD continue to be a part of the employee experience.

Environmental Stewardship in Action

We are embedding sustainable practices across our operations, with a focus on water circularity, energy efficiency, and operational decarbonisation, strengthening long-term environmental resilience across our operations and adding meaningful social impact by nurturing future-ready talent, advancing STEM education, and strengthening community engagement.

3M's sustainability strategy is anchored in three pillars

- Science for **Circular**
- Science for **Climate**
- Science for **Community**

Our environmental actions are focused on three priority areas: reducing carbon emissions, conserving water, and minimising the use of virgin plastics in our products and packaging.

Building on our achievements in 2025, 3M Company continues its efforts to reduce carbon emissions, virgin fossil-based plastic use, and water use. We have recommitted to an 80% reduction in Scope 1 and 2 GHG emissions by 2040 on our path towards carbon neutrality.

We are also committed to a cumulative reduction of 225 million pounds of virgin fossil-based plastic by the end of 2030.

In India, we focus our environmental efforts on reducing Scope 1 and Scope 2 emissions at manufacturing sites, as well as strengthening water and waste management efficiency. Our plants adopt circularity-driven approaches to both water and waste, while continuing to improve energy efficiency across operations.

Water Circularity and Zero Liquid Discharge at our Manufacturing Sites

3M India's manufacturing sites are located in water-stressed regions, making responsible water management a critical priority. Our approach focuses on minimising freshwater consumption while maximising reuse and groundwater recharge.

Our plants at Electronic city and Ranjangaon operate fully integrated water circularity systems through on-site Effluent Treatment Plants (ETP) and Sewage Treatment Plants (STP), enabling effective segregation from sewage and specialised treatment of industrial effluents. Treated water is continuously recycled, ensuring minimal discharge and optimal resource utilisation.

6,000+ KL
Wastewater treated and re-used at Ranjangaon and Electronic City

To further strengthen water resilience, we have implemented rainwater harvesting and groundwater recharge initiatives across our manufacturing sites. These systems are designed to capture rainwater during monsoon, reduce surface runoff, and enhance groundwater replenishment. At the Electronic City site, rainwater recharge pits are helping percolate rainwater back into the aquifer, whereas recharge wells have been installed at Ranjangaon and Ahmedabad plants to support groundwater recharge.

These initiatives reduce our dependence on external water sources and also contribute to restoring the natural water balance, ensuring we are practicing Zero liquid discharge on our sites.

In Kendur village, Pune district, 3M India's community water stewardship efforts in FY 25-26 has resulted in conserving 191 million litres of water across 1,121 hectares while strengthening climate resilience.

191 million litres
of water conserved in Kendur village, Pune

Empowering Communities through Development and Inclusion

We are creating meaningful social impact by nurturing future-ready talent, advancing STEM education, and strengthening community engagement through collaborative learning, volunteering, and inclusive development initiatives.

Building Future-Ready Talent through the National Apprenticeship Scheme (NAPS)

The National Apprenticeship Promotion Scheme (NAPS), governed under the Apprentices Act, 1961 and overseen by the Ministry of Skill Development and Entrepreneurship (MSDE), enables students and young professionals to gain structured industry experience while earning a stipend. The programme is widely adopted across manufacturing and industrial sectors to strengthen employability and skill development.

Under the NAPS initiative, 3M India provides skills development opportunities to apprentices at all our manufacturing sites. Apprentices receive hands-on exposure across mechanical engineering and manufacturing operations, supported by training in Total Productive Maintenance, preventive and predictive maintenance, machine guarding, LOTO management, Lean practices, 5S, waste management, ERP exposure, and safety practices. They also undergo an MSDE-led assessment at the completion of their tenure, ensuring they graduate with practical technical capabilities and enhanced employability.

Building Future Inventors through STEM Education

Through our 3M Wonder Tinkering Labs, established with Learning Links Foundation, we have set up 30 labs near our plants in Bengaluru, Pune, and Ahmedabad, impacting nearly 9,000 students and teachers.

The labs promote innovation, creativity, and problem-solving through hands-on learning. Students developed over 250 prototypes addressing community challenges, with more than 30 projects selected over the last two years for the National INSPIRE-MANAK Awards led by the Department of Science & Technology, Government of India. Some notable examples include:

- Portable maternal health reminder device using local-language voice prompts for vaccination schedules and sonography appointments.
- Low-cost electric bicycle designed to promote safe and eco-friendly student commuting.
- Geo Sense alert system to detect landslide risks on mountain curves
- Smart dust suppression system for reducing emissions from heavy vehicles through automated mist dispersion.
- Real-time crowd monitoring and stampede prevention system for safer public spaces.
- Ergonomically adjustable kitchen chair designed to improve comfort for mothers.

684+ hours
Employees' voluntary contribution of service in 2025

Together We Give

This is our global employee volunteering initiative that brings employees together to support local communities. The programme underscores our commitment to creating positive social change while strengthening collaboration, shared purpose, and employee engagement across the organisation. Through active participation, our employees help nurture a strong culture of giving back.

In alignment with our 2025 global aspiration of 100,000 volunteering hours, our India Chapter set a goal of 500 hours for the year. We are proud that this target was exceeded, with employees contributing over 684 hours of service in 2025, demonstrating strong participation and commitment.

During the year, volunteers engaged in community focused initiatives, including:

- Building floating wetlands to enhance biodiversity and improve water quality.
- Engaging with children of construction workers through educational and recreational activities.
- Supporting women's self-help groups by building handicraft inventory capabilities.
- Spending quality time with elderly communities through engagement initiatives.
- Providing career mentorship and industry exposure visits for girl students pursuing STEM careers.

Embedding Integrity at the Core

At 3M India, we believe that good governance is a strategic imperative that underpins sustainable growth and long-term stakeholder trust. Our governance practices are rooted in the conviction that doing business the right way, every day, creates enduring value. By operating with uncompromising integrity, we have consistently strengthened our reputation and our ability to outperform in a dynamic and increasingly scrutinised global environment.

The Board of Directors has adopted comprehensive governance guidelines, policies and committee charters which, together with the Company's Articles of Association, establish and support our governance framework. This framework clearly defines the roles, responsibilities and rights of stakeholders across the organisation. The Board provides oversight of the Executive Directors and Senior Management (the Leadership Team), ensuring that ethical standards are upheld at every level. It also oversees the implementation of robust internal controls and governance protocols that guide day-to-day operations, safeguard stakeholder interests and reinforce accountability.

Central to our governance approach is the **3M Code of Conduct**, which serves as a unifying set of principles for our diverse teams across business groups and geographies. It sets out clear expectations for how we conduct ourselves and make decisions, reinforcing our culture of integrity, fairness, accuracy and respect. The Code also incorporates the **Respectful Workplace Principle**, promoting a safe and inclusive environment that is free from discrimination and harassment.

To ensure consistent implementation, 3M has established a globally aligned compliance programme supported by regular training and awareness initiatives, audits, risk assessments and periodic effectiveness reviews. Employees, vendors and external partners have access to a 24/7 global helpline and an online reporting platform to raise concerns anonymously and without fear of retaliation. These channels operate under our whistleblower protection and non-retaliation policies, reinforcing transparency and confidence in our grievance redressal mechanisms.

Our **Speak Up** programme further strengthens this culture by providing multiple secure reporting channels and encouraging open ethical dialogue across the organisation. The programme plays a vital role in fostering a culture of accountability by creating a safe environment for reporting concerns, supported by thorough investigations and appropriate remedial action wherever required.

Be 3M

3M's Code of Conduct defines the expectations for how we work.

- Be Good
- Be Honest
- Be Fair
- Be Loyal
- Be Accurate
- Be Respectful

Board of Directors

Shaping the Future Together

M. D. Ranganath
Chairman,
Independent Director

N. V. Sivakumar
Independent Director

Kavita Nair
Independent Director

Aseem Joshi
Managing Director

Jayanand Kaginalkar
Whole-time Director

Kong Sau Wai Elizabeth
Non-Executive Director

Jung Hyun Kim
Non-Executive Director

Accolades that Reflect Excellence

The 3M brand is globally recognised for innovation, quality, and trust. Over the years, it has received several accolades and recognitions, reflecting the strong confidence it commands among stakeholders. Presented below are select recognitions received by 3M India during FY 25-26:

- Received an Award for Overall Performance from Maruti Suzuki for the year 2025.
- BSES Delhi recognised 3M as the 'Innovation Partner of the Year.'
- Recognised by local government offices as a CSR Champion of Change in the Environmental Protection and Conservation category, for its work in water management and solar electrification in Shirur Taluka.
- Honoured with the Zero PPM Award by Toyota Kirloskar Motors for defect-free supplies in FY 24-25, marking the sixth consecutive recognition since 2019.
- Received the Atmanirbhar Excellence Award from TATA Motors at its Annual Supplier Conference for absorber localisation.
- Featured among a BW Businessworld's Top 40 Most Sustainable Companies, based on FY 24-25 BRSR disclosures.

In Media

Spotlight on 3M India

Financial Highlights

Gross Sales
(₹ in crores)

2016-17	2,458
2017-18	2,580
2018-19	2,809
2019-20	2,765
2020-21	2,420
2021-22	3,078
2022-23	3,733
2023-24	3,927
2024-25	4,446
2025-26	**5,090**

Profit Before Depreciation, Interest and Tax (PBITDA)
(₹ in crores)

2016-17	418
2017-18	523
2018-19	540
2019-20	381
2020-21	265
2021-22	417
2022-23	624
2023-24	773
2024-25	840
2025-26	**1,000**

Profit Before Tax (PBT)
(₹ in crores)

2016-17	369
2017-18	480
2018-19	497
2019-20	320
2020-21	202
2021-22	360
2022-23	561
2023-24	718
2024-25	773
2025-26	**894**

Profit After Tax (PAT)
(₹ in crores)

2016-17	238
2017-18	310
2018-19	323
2019-20	215
2020-21	147
2021-22	266
2022-23	416
2023-24	536
2024-25	476
2025-26	**522**

Net Worth
(₹ in crores)

2016-17	1,226
2017-18	1,537
2018-19	1,860
2019-20	2,075
2020-21	2,222
2021-22	2,489
2022-23	1,948
2023-24	2,370
2024-25	1,847
2025-26	**1,768**

Reserves & Surplus
(₹ in crores)

2016-17	1,215
2017-18	1,525
2018-19	1,848
2019-20	2,063
2020-21	2,210
2021-22	2,478
2022-23	1,937
2023-24	2,359
2024-25	1,835
2025-26	**1,757**

12 months ended (April to March)

(₹ in crores)

Sl. No.	Summary of Information	2016-17@	2017-18@	2018-19@	2019-20@	2020-21@	2021-22@	2022-23@	2023-24@	2024-25#	2025-26#
1	Gross Sales*	2,458	2,580	2,809	2,765	2,420	3,078	3,733	3,927	4,446	5,090
2	Total Income	2,507	2,624	2,842	2,806	2,447	3,113	3,798	3,994	4,516	5,139
3	Profit Before Depreciation, Interest and Tax (PBITDA)	418	523	540	381	265	417	624	773	840	1,000##
4	Profit Before Tax (PBT)	369	480	497	320	202	360	561	718	773	894
5	Profit After Tax (PAT)	238	310	323	215	147	266	416	536	476	522
6	Net Fixed Assets	315	285	269	243	224	265	293	297	318	320
7	Share Capital	11.27	11.27	11.27	11.27	11.27	11.27	11.27	11.27	11.27	11.27
8	Reserves & Surplus	1,215	1,525	1,848	2,063	2,210	2,478	1,937	2,359	1,835	1,757
9	Net Worth	1,226	1,537	1,860	2,075	2,222	2,489	1,948	2,370	1,847	1,768
10	Retained Earnings	238	310	323	215	147	267	417	535	471	522
11	Employee cost to sales (%)	11.17	12.49	10.59	10.61	13.76	11.22	9.63	8.98	9.69	9.37
12	Net Deferred Tax Asset	8	11	23	17	26	27	22	22	20	22
13	Capital Investment	14	16	31	20	40	70	70	31	55	58
Sl No.	**Ratio Analysis**										
1	PBT to Total Income(%)	14.73	18.28	17.51	11.42	8.27	11.55	14.77	17.98	17.13	17.40
2	PAT to Total Income(%)	9.50	11.82	11.36	7.67	6.00	8.55	10.96	13.43	10.54	10.16
3	Return on Networth (RONW)(%)	19.43	20.19	17.36	10.37	6.61	10.69	21.36	22.63	25.78	29.54
4	Return on Capital Employed(%)	30.11	31.22	26.75	15.44	9.11	14.45	29.76	30.21	42.49	54.96###
5	EPS	213.72	275.66	286.72	194.38	132.53	236.28	369.41	476.05	422.60	463.66
6	No. of shareholders	16,290	18,607	23,240	31,047	29,720	38,503	30,854	30,092	35,439	30,728

Notes/Glossary:

* Sales before Excise duty charged up to FY 17-18.

@Ind AS

#The FY 16-17 to FY 23-24 reflect standalone values for the Company. Similarly, for FY 24-25 and FY 25-26 standalone financial figures have been considered after giving effect to the Scheme of Amalgamation involving the merger of 3M Electro & Communication India Private Limited (Wholly Owned Subsidiary) with 3M India Limited.

##PBITDA for FY 25-26 is after Exceptional Item.

###The FY 25-26 ROCE excludes the impact of Exceptional Item.

Previous year/period's figures have been regrouped/ reclassified wherever necessary to ensure uniformity.

Corporate Information

Board of Directors

Mr. M. D. Ranganath
Chairperson, Independent Director

Mr. N. V. Sivakumar
Independent Director

Ms. Kavita Nair
Independent Director

Mr. Aseem Joshi
Managing Director

Mr. Jayanand Kaginalkar
Whole-time Director

Ms. Kong Sau Wai Elizabeth
Non-Executive Director

Ms. Jung Hyun Kim
Non-Executive Director

Committees of Board

Audit Committee

Mr. N. V. Sivakumar - Chairperson
Mr. M. D. Ranganath
Ms. Kong Sau Wai Elizabeth

Stakeholders Relationship Committee

Mr. M. D. Ranganath - Chairperson
Mr. Aseem Joshi
Ms. Kong Sau Wai Elizabeth

Corporate Social Responsibility Committee

Mr. M. D. Ranganath - Chairperson
Mr. Aseem Joshi
Mr. Jayanand Kaginalkar
Ms. Jung Hyun Kim

Nomination and Remuneration Committee

Ms. Kavita Nair - Chairperson
Mr. N. V. Sivakumar
Ms. Jung Hyun Kim

Risk Management Committee

Mr. N. V. Sivakumar - Chairperson
Ms. Kavita Nair
Mr. Aseem Joshi
Mr. Jayanand Kaginalkar
Ms. Kong Sau Wai Elizabeth

Address for correspondence

Registered Office

3M India Limited,
Plot Nos. 48-51,
Electronic City, Hosur Road,
Bengaluru – 560100

Corporate Office

3M India Limited,
5th Floor Marksquare,
61 St Marks Road,
Bengaluru - 560001

Registrar & Transfer Agent

KFin Technologies Limited
Karvy Selenium Tower-B,
Plot Nos. 31 & 32, Financial District,
Gachibowli, Nanakramguda,
Serilingampally, Hyderabad- 500 032

Bankers

- Bank of America N.A
- Citibank N.A
- Deutsche Bank AG
- HDFC Bank Limited
- ICICI Bank Limited
- Hongkong and Shanghai Banking Corporation Limited
- Sumitomo Mitsui Banking Corporation
- Barclays Bank PLC
- Standard Chartered Bank

Statutory Auditor

Messrs. B S R & Co. LLP
Chartered Accountants

Cost Auditor

Messrs. Rao, Murthy & Associates

Secretarial Auditor

Messrs. V Sreedharan & Associates

Key Managerial Personnel

Mr. Aseem Joshi
Managing Director

Mr. Jayanand Kaginalkar
Whole-time Director

Mr. Nikhil Arora
Chief Financial Officer

Mr. Pratap Rudra Bhuvanagiri
Company Secretary & Compliance Officer

Listing on Stock Exchanges

National Stock Exchange of India Limited
(Stock Code: 3MINDIA)

BSE Limited (Stock Code: 523395)

International Securities Identification Number (ISIN): INE470A01017

Website: www.3mindia.in

E-mail: investorhelpdesk.in@mmm.com

Annual General Meeting will be held at 10:30 am (IST) on Wednesday, August 26, 2026 through Video Conferencing/ Other Audio Visual means

Statutory Reports

3M INDIA LIMITED

CIN: L31300KA1987PLC013543

Registered Office: Plot Nos. 48-51, Electronic City, Hosur Road, Bengaluru – 560100
Phone: 080-22231414, Email: investorhelpdesk.in@mmm.com, Website: www.3mindia.in

NOTICE is hereby given that the Thirty Ninth (39th) Annual General Meeting ("AGM/eAGM") of 3M India Limited ("the Company") will be held at **10:30 am (IST) on Wednesday, August 26, 2026** through Video Conferencing ("VC")/Other Audio Visual Means ("OAVM") to transact the following business:

ORDINARY BUSINESS:

1. **Adoption of Financial Statements for the financial year ended March 31, 2026.**

   To consider and, if thought fit, to pass, the following resolution as an Ordinary Resolution:

   "**RESOLVED THAT** the Audited Financial Statements of the Company for the financial year ended March 31, 2026, together with the Auditors' Report thereon and the Board's Report, be and are hereby received, considered and adopted."

2. **Declaration of Dividend for the financial year ended March 31, 2026.**

   To consider and, if thought fit, to pass, the following resolution as an Ordinary Resolution:

   "**RESOLVED THAT** in terms of the recommendation of the Board of Directors of the Company, approval of Members of the Company be and is hereby accorded for declaration and payment of final dividend of ₹ 160 (Rupees One Hundred and Sixty only) and a special dividend of ₹ 346 (Rupees Three Hundred and Forty Six only), aggregating to ₹ 506 (Rupees Five Hundred and Six only) per equity share of face value ₹ 10 each, for the financial year ended March 31, 2026 and be payable to all those shareholders whose names appear in the Register of Members as on the record date for payment of the Dividend."

3. **Re-appointment of Ms. Jung Hyun Kim (DIN: 10954275) who retires by rotation, as a Director.**

   To consider and, if thought fit, to pass, the following resolution as an Ordinary Resolution:

   "**RESOLVED THAT** Ms. Jung Hyun Kim (DIN: 10954275) Director, who retires by rotation at this Annual General Meeting and being eligible, having offered herself for re-appointment, be and is hereby re-appointed as a Director of the Company, liable to retire by rotation."

4. **Appointment of Statutory Auditors of the Company for a first term of five (5) years and fixing their remuneration.**

   To consider and, if thought fit, to pass, the following resolution as an Ordinary Resolution:

   "**RESOLVED THAT** pursuant to the provisions of Sections 139, 142 and other applicable provisions, if any, of the Companies Act, 2013 and Rules framed thereunder (including any statutory modification(s) or re-enactment thereof for the time being in force), the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time and pursuant to the recommendation of Audit Committee and the Board of Directors, Messrs. Price Waterhouse & Co Chartered Accountants LLP (Firm Registration No. 304026E/E300009) be and is hereby appointed as the Statutory Auditors of the Company, to hold office for a term of five (5) consecutive years from the conclusion of the 39th AGM until the conclusion of the 44th AGM of the Company, on such remuneration as may be mutually agreed upon between the Board of Directors and the Statutory Auditors from time to time.

   RESOLVED FURTHER THAT the Board of Directors of the Company (including any Committee thereof) be and is hereby authorised to do all such acts, deeds, matters and things as may be considered necessary, expedient or incidental thereto in order to give effect to this resolution."

SPECIAL BUSINESS:

5. **Appointment of Ms. Kavita Nair (DIN: 07771200) as a Non-Executive and Independent Director of the Company.**

   To consider and, if thought fit, to pass, the following resolution as a Special Resolution:

   "**RESOLVED THAT** pursuant to the provisions of Sections 149, 152, Schedule IV and other applicable provisions, if any, of the Companies Act, 2013 (the Act) and the Rules framed thereunder (including any statutory modification(s) or re-enactment thereof for the time being in force), the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time, Ms. Kavita Nair (DIN: 07771200), who was appointed as an Additional Director of the Company w.e.f. May 27, 2026 by the Board of Directors, based on recommendations of the Nomination & Remuneration Committee and who holds office for a period of three (3) months from the date of her appointment by the Board or the date of the next General Meeting, whichever is earlier, in terms of Section 161 (1) of the Companies Act, 2013, be and is hereby appointed as a Non-Executive and Independent Director of the Company to hold the office for a term of five (5) consecutive years i.e. from May 27, 2026 to May 26, 2031, not liable to retire by rotation.

RESOLVED FURTHER THAT pursuant to the provisions of Section 197 read with Schedule V and any other applicable provisions of the Act and the rules made thereunder and applicable provision of the SEBI Listing Regulations, Ms. Kavita Nair be paid such fees and remuneration and profit related commission as the Nomination and Remuneration Committee and Board of Directors may approve from time to time and subject to such limits as may be prescribed from time to time.

RESOLVED FURTHER THAT the Board of Directors of the Company (including any Committee thereof) be and is hereby authorised to do all such acts, deeds, matters and things as may be considered necessary, expedient in order to give effect to this resolution."

6. **Payment of remuneration by way of commission to Non-Executive Independent Directors of the Company for five (5) financial years commencing from the financial year April 1, 2026.**

To consider and, if thought fit, to pass, the following resolution as a Special Resolution:

"**RESOLVED THAT** pursuant to the provisions of Sections 197 and 198 and other applicable provisions, if any, of the Companies Act, 2013 (the "Act") read with the Rules made thereunder, including any statutory modification(s) or re-enactment(s) thereof for the time being in force and Regulation 17(6) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time and pursuant to the recommendation of the Nomination and Remuneration Committee and the approval of the Board of Directors of the Company, approval of the Members be and is hereby accorded for payment of remuneration by way of commission to the Non-Executive Independent Directors of the Company, in addition to the sitting fees payable for attending meetings of the Board of Directors or Committees thereof, of a sum not exceeding one percent (1%) per annum of the net profits of the Company, calculated in accordance with the provisions of Section 198 of the Act, for each financial year, for a period of five (5) financial years commencing from April 1, 2026.

RESOLVED FURTHER THAT the aforesaid commission be distributed amongst such of the Non-Executive Independent Directors, in such amounts or proportions and in such manner, as may be determined by the Board of Directors of the Company, based on the recommendation of the Nomination and Remuneration Committee and in accordance with the applicable provisions of the Act and the SEBI Listing Regulations.

RESOLVED FURTHER THAT in the event of absence or inadequacy of profits in any financial year during the aforesaid period, the Non-Executive Independent Directors shall be entitled to receive remuneration in accordance with the provisions of Section 197 read with Schedule V to the Act and subject to such approvals as may be required."

7. **Ratification of remuneration payable to Messrs. Rao, Murthy & Associates, Cost Auditors for FY 26-27.**

To consider and, if thought fit, to pass, the following resolution as an Ordinary Resolution:

"**RESOLVED THAT** pursuant to the provisions of Section 148(3) and other applicable provisions, if any, of the Companies Act, 2013 and the Companies (Audit and Auditors) Rules, 2014 (including any statutory modifications or re-enactment thereof), the remuneration payable to Messrs. Rao, Murthy & Associates (Firm Registration No. 000065), Cost Auditors, appointed by the Board of Directors based on the recommendation of the Audit Committee of the Company to conduct the audit of the cost records of the Company for FY 26-27 for a fee of ₹ 575,000 (Rupees Five Lakhs Seventy-Five Thousand only) excluding applicable taxes and reimbursement of out of pocket expenses incurred by them in connection with the audit of cost records, be and is hereby ratified and approved.

RESOLVED FURTHER THAT the Board of Directors of the Company (including any Committee thereof) be and is hereby authorised to do all such acts, deeds, matters and things as may be considered necessary, expedient in order to give effect to this resolution."

By order of the Board
Pratap Rudra Bhuvanagiri
Company Secretary (ACS 22297)

Place: Bengaluru
Date : May 22, 2026
Registered Office: Plot Nos. 48-51, Electronic City,
Hosur Road, Bengaluru – 560100

EXPLANATORY STATEMENT PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013 AND SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015 AS AMENDED.

The following statements set out all material facts relating to Ordinary/Special business proposed to be transacted under Item No. 4 to 7 of the accompanying Notice dated May 22, 2026 and shall be taken as forming part of the Notice.

Item No. 4: Appointment of Statutory Auditors of the Company for a first term of five (5) years and fixing their remuneration.

The Members of the Company, at the 34th Annual General Meeting ("AGM") held on August 26, 2021, had approved the re-appointment of Messrs. B S R & Co. LLP, Chartered Accountants, Firm Registration No. 101248W/W-100022, as the Statutory Auditors of the Company, to hold office for a second term of five (5) consecutive years from the conclusion of the 34th AGM until the conclusion of the 39th AGM. Messrs. B S R & Co. LLP will complete their two consecutive terms as Statutory Auditors of the Company at the conclusion of this AGM.

In view of the completion of their tenure, the Company is required to appoint Statutory Auditors to fill the vacancy arising due to such retirement. Accordingly, based on the recommendation of the Audit Committee and after considering various parameters including the firm's profile, experience, expertise, independence, industry knowledge, technical capabilities, operational scale, geographical presence and proposed audit team, the Board of Directors of the Company, at its meeting held on November 3, 2025, has proposed the appointment of Messrs. Price Waterhouse & Co Chartered Accountants LLP, Firm Registration No. 304026E/E300009, as the Statutory Auditors of the Company in place of Messrs. B S R & Co. LLP.

The proposed appointment of Messrs. Price Waterhouse & Co Chartered Accountants LLP is for a term of five (5) consecutive years, commencing from the conclusion of the 39th AGM until the conclusion of the 44th AGM, at such remuneration as may be mutually agreed between the Board of Directors and the Statutory Auditors, from time to time.

There is no material change in the remuneration proposed to be paid to Messrs. Price Waterhouse & Co Chartered Accountants LLP for the statutory audit to be conducted for the financial year ending March 31, 2027, as compared with the remuneration paid to Messrs. B S R & Co. LLP, the retiring Statutory Auditors, for the statutory audit conducted for the financial year ended March 31, 2026. The proposed remuneration for FY 2026-27 is ₹1.31 crores (Rupees One crore Thirty-one lakhs only) for the statutory audit and quarterly limited reviews, excluding applicable taxes, administrative charges and out-of-pocket expenses (if any). For subsequent years of their term, the remuneration shall be such fee as may be determined by the Board of Directors, based on the recommendation of the Audit Committee.

In addition to the statutory audit services, the Company may, where required under applicable laws and regulations and on a need basis, obtain certifications and other permissible non-audit services from the statutory auditors. Fees for such services shall be in addition to the statutory audit fee set out above and will be on mutually agreed terms as approved by the Audit Committee of the Board.

Messrs. Price Waterhouse & Co Chartered Accountants LLP is a firm of Chartered Accountants registered with the Institute of Chartered Accountants of India. The firm was established in the year 1991 and was converted into a limited liability partnership in the year 2014. Its registered office is situated at Kolkata and the firm has more than 15 branch offices in various cities across India.

The firm is primarily engaged in providing assurance and auditing services to its clients and is a member firm of Price Waterhouse & Affiliates, a network of separate, distinct and independent Indian Chartered Accountant firms registered with the Institute of Chartered Accountants of India, having Network Registration No. NRN/E/14.

Pursuant to Section 139 of the Companies Act, 2013 ("the Act") and the Rules framed thereunder, the Company has received written consent from Messrs. Price Waterhouse & Co Chartered Accountants LLP, along with a certificate confirming that they satisfy the criteria prescribed under Section 141 of the Act and that the appointment, if made, shall be in accordance with the applicable provisions of the Act and the Rules framed thereunder. Further, as required under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, Messrs. Price Waterhouse & Co Chartered Accountants LLP hold a valid certificate issued by the Peer Review Board of ICAI.

None of the Directors or Key Managerial Personnel of the Company and their relatives may be deemed to be concerned or interested, directly or indirectly, in this resolution. The Board recommends the Ordinary Resolution set forth at Item No. 4 of the Notice, for the approval of the Members of the Company.

Item No. 5: Appointment of Ms. Kavita Nair (DIN: 07771200) as a Non-Executive and Independent Director of the Company.

Based on the recommendations of the Nomination and Remuneration Committee, the Board at its Meeting held on May 22, 2026 appointed Ms. Kavita Nair (DIN: 07771200) as an Additional Director of the Company (categorised as Non-Executive and Independent Director), with effect from May 27, 2026 to hold office for a period of three months from the date of her appointment by the Board or the date of the next General Meeting, whichever is earlier and subject to such approval to hold office for a term of five (5) consecutive years, at remuneration as applicable to the Independent Directors of the Company.

Section 149 (10) of the Companies Act, 2013 (the Act) provides that an Independent Director shall hold office for a term of up to five (5) consecutive years on the Board. Further, Section 149 (13) of the Act states that the provisions relating to retirement of Directors by rotation shall not apply to the appointment of Independent Directors. Ms. Kavita Nair, brings over 25 years of extensive experience as a Business Leader, Marketeer and Strategist across diverse domains.

Ms. Kavita Nair is not disqualified from being appointed as a Director in terms of Section 164 of the Act. The Company has received the consent and requisite declarations from Ms. Kavita Nair as per the provisions of the Act and SEBI Listing Regulations including the declaration that she meets the criteria of independence as provided under Section 149(6) of the Act and Regulation 16 of the SEBI Listing Regulations. In terms of Regulation 25(8) of SEBI Listing Regulations, she has also confirmed that she is not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact her ability to discharge her duties. She is not debarred from holding the office of Director pursuant to any order issued by SEBI or any other authority.

Ms. Kavita Nair's appointment for the position of Independent Director of the Company was considered based on identified criteria which included attributes such as qualification, expertise, experience, personal and professional standing, independence, time commitments and the skill sets required of the role. Ms. Kavita's overall profile as a Business Leader, Marketeer and Strategist across diverse domains and her deep expertise in Marketing and consumer understanding were taken into consideration amongst the various factors supporting the recommendation. The appointment process also included personal interviews / interactions to assess suitability for the role and aligning expectations with the Company's needs. Feedback gathered during these interactions were also taken into consideration in the nomination process, which involved recommendations by the Nomination and Remuneration Committee and subsequent approval by the Board. In the opinion of the Board, Ms. Kavita fulfills the conditions of appointment as an Independent Director as specified in the Act, rules made thereunder and the provisions of SEBI Listing Regulations and is Independent of the Management. In the opinion of the Board, she has the integrity, expertise, experience and proficiency required for the role and her appointment will be in the best interest of the Company. The Company has received a notice in writing pursuant to Section 160 of the Act from a Member proposing her candidature for the office of Director. Copy of the draft letter of appointment setting out the terms and conditions is available for inspection by Members at the Registered Office of the Company and the same has been disclosed in the website of the Company. Accordingly, a Special Resolution seeking appointment of Ms. Kavita as an Independent Director of the Company is included in this Notice at Item No. 5.

None of the Directors or Key Managerial Personnel of the Company and their relatives except Ms. Kavita Nair may be deemed to be concerned or interested, directly or indirectly, in this resolution. The Board recommends the Special Resolution set forth at Item No. 5 of the Notice, for the approval of the Members of the Company.

Information Pertaining to Directors seeking appointment as mentioned under Regulation 36(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and applicable Secretarial Standards:

Name of the Director	Ms. Kavita Nair
Director Identification Number	07771200
Category	Non-Executive and Independent Director
Date of Birth	May 3, 1973
Nationality	Indian
Qualification	B. Sc (Chemistry) and MBA in Marketing
Brief Profile of the Director	Ms. Kavita Nair is a seasoned Independent Director serving on the Boards of three listed companies – Blue Dart Express Limited, Savita Oil Technologies Limited and Greaves Cotton Limited. She also serves as Director at Antarang Foundation and Pygmalion Foundation. In addition, she advises early-stage start-ups, participates actively in the gig economy and mentors young professionals – especially women – to realise their potential in the world of business. A dynamic and highly regarded leader, Ms. Kavita Nair brings over 25 years of extensive experience as a Business Leader, Marketeer and Strategist across diverse domains. Her career was built primarily at Vodafone Idea Limited, where she held a wide range of senior leadership roles driving P&L, Operations and new business development. In her final executive role, Ms. Kavita Nair served as Chief Digital Transformation and Brand Officer of Vodafone Idea Limited. As a member of the Executive Committee, she led the company-wide digital transformation agenda and drove the strategy, direction and communication of the Vi brand. She is widely respected for her deep expertise in Marketing and consumer understanding. Ms. Kavita Nair led several landmark brand transformations and built some of the most admired brands in India – Orange, Hutch and Vodafone. As co-creator and champion of iconic campaigns, she brought the lovable Pug and Zoozoos to life, winning the hearts of audiences and earning widespread accolades at home and internationally. She subsequently pivoted to become a technology thought leader with substantive transformation experience, harnessing the power of three – customer, technology and business – across complex matrix organisations.

<table>
<tr><td>Date of first appointment on the Board</td><td>May 27, 2026</td></tr>
<tr><td>No. of Board Meeting attended during FY 25-26</td><td>NA</td></tr>
<tr><td>Shareholding in 3M India Limited including shareholding as a beneficial owner</td><td>Nil</td></tr>
<tr><td>Expertise in specific functional areas</td><td>Refer Explanatory Notes</td></tr>
<tr><td>Last Remuneration drawn as Non- Executive Director</td><td>NA</td></tr>
<tr><td>Details of Remuneration sought to be paid</td><td>NA</td></tr>
<tr><td>List of Directorships held in other companies</td><td>1. Blue Dart Express Limited
2. Savita Oil Technologies Limited
3. Greaves Cotton Limited
4. Pygmalion Foundation</td></tr>
<tr><td>Resignation from the directorship of the listed companies in the past three years</td><td>Nil</td></tr>
<tr><td>Memberships / Chairmanships of Committees of Boards in Companies (Including 3M India Limited)</td><td>
<table>
<tr><th>Company</th><th>Committee</th><th>Position</th></tr>
<tr><td rowspan="2">3M India Limited (w.e.f. May 27, 2026)</td><td>Nomination and Remuneration Committee</td><td>Chairperson</td></tr>
<tr><td>Risk Management Committee</td><td>Member</td></tr>
<tr><td rowspan="5">Blue Dart Express Limited</td><td>Audit Committee</td><td>Chairperson</td></tr>
<tr><td>Risk Management Committee</td><td>Chairperson</td></tr>
<tr><td>Stakeholders Relationship Committee</td><td>Member</td></tr>
<tr><td>Nomination and Remuneration Committee</td><td>Member</td></tr>
<tr><td>Corporate Social Responsibility Committee</td><td>Member</td></tr>
<tr><td rowspan="2">Savita Oil Technologies Limited</td><td>Stakeholders Relationship Committee</td><td>Chairperson</td></tr>
<tr><td>Nomination and Remuneration Committee</td><td>Member</td></tr>
<tr><td rowspan="3">Greaves Cotton Limited</td><td>Stakeholders Relationship Committee</td><td>Chairperson</td></tr>
<tr><td>Corporate Social Responsibility Committee</td><td>Chairperson</td></tr>
<tr><td>Audit Committee</td><td>Member</td></tr>
</table>
</td></tr>
<tr><td>Disclosure of relationships between Directors/KMP inter-se</td><td>Nil</td></tr>
</table>

This Statement may also be regarded as a disclosure under the Listing Regulations.

Item No. 6: Payment of remuneration by way of commission to Non-Executive Independent Directors of the Company for five (5) financial years commencing from the financial year April 1, 2026.

The Members of the Company, at the 34th Annual General Meeting held on August 26, 2021, through a Special Resolution, approved the payment of remuneration by way of commission to the Non-Executive Independent Directors of the Company, of an amount not exceeding one percent (1%) per annum of the net profits of the Company, calculated in accordance with the provisions of the Act, for a period of five (5) years commencing from April 1, 2021.

As the aforesaid approval concludes at the end of the said five-year period, approval of the Members is now being sought for continuation of the payment of remuneration by way of commission to the Non-Executive Independent Directors of the Company for a further period of five (5) years commencing from April 1, 2026, provided that such commission shall not exceed one percent (1%) per annum of the net profits of the Company, computed in accordance with the provisions of the Act and the Listing Regulations and within the limits prescribed under the relevant provisions of the Companies Act.

The role and responsibilities of Non-Executive Independent Directors have increased significantly in recent years in view of the evolving requirements under the Companies Act, SEBI regulations and corporate governance standards. They play important role in providing oversight, strategic guidance and independent judgment to the Company. The proposed remuneration appropriately recognizes these responsibilities and the time and commitment required for the effective discharge of their duties.

Such remuneration shall be distributed amongst all the Non-Executive Independent Directors in such manner as may be determined by the Board of Directors from time to time, subject to the applicable provisions of the Act. This shall be in addition to the sitting fees payable for attending meetings of the Board or Committees thereof and reimbursement of expenses incurred for participation in Board and other meetings.

At present, with effect from April 1, 2024, based on the recommendation of the Nomination and Remuneration Committee and the approval of the Board of Directors, the Company pays a fixed commission not exceeding ₹2,500,000 per annum to each Independent Director, together with an additional ₹250,000 per annum to the Chairperson of the Board, ₹130,000 per annum to the Chairperson of the Audit Committee and ₹60,000 per annum to the Chairperson of other Committees of the Board. The remuneration paid to the Non-Executive Independent Directors for FY 25-26 is set out in the Report of the Board of Directors.

Under the applicable provisions of the Act, specific approval of the shareholders is not required for payment of sitting fees to Non-Executive Directors. Non-Executive Directors may also be paid remuneration by way of commission within the limits permitted under the Act and such limits may be extended with the approval of the shareholders by way of a Special Resolution. Further, under the Listing Regulations, shareholder approval is required where the annual remuneration payable to a single Non-Executive Director exceeds fifty percent (50%) of the total annual remuneration payable to all Non-Executive Directors. In the event of no profits or inadequate profits, Non-Executive Directors and Independent Directors may be paid remuneration in accordance with the limits linked to the effective capital of the Company and remuneration in excess of the ceiling limits specified under Schedule V to the Act may be paid if members' approval by way of a Special Resolution has been obtained for a period not exceeding three (3) years.

As the Company expects to have adequate profits in the coming years and does not anticipate a situation of no profits or inadequate profits, fresh approval of the Members is being sought by way of a Special Resolution under the applicable provisions of the Act and the Listing Regulations for the payment of remuneration by way of commission to the Non-Executive Independent Directors of the Company for a period of five (5) years commencing from April 1, 2026, as set out in the Resolution at Item No. 6 of the Notice.

Accordingly, the Board of Directors, based on the recommendation of the Nomination and Remuneration Committee, recommends the Special Resolution set forth at Item No. 6 of the Notice for the approval of the Members of the Company.

None of the Directors or Key Managerial Personnel of the Company and their relatives may be deemed to be concerned or interested, directly or indirectly, in this resolution, except the Non-Executive Independent Directors, to the extent of the remuneration that may be received by them.

Item No. 7: Ratification of remuneration payable to Messrs. Rao, Murthy & Associates, Cost Auditors for FY 26-27.

The Board of Directors of the Company at its meeting held on May 22, 2026 had on the recommendation of the Audit Committee, approved the re-appointment and remuneration of Messrs. Rao, Murthy & Associates, Cost Accountants, (Firm Registration No. 000065), to conduct the audit of the cost records of the Company for the financial year ending March 31, 2027 for the products covered as per the Companies (Cost Records and Audit) Rules, 2014, on a remuneration of ₹ 575,000 (Rupees Five Lakhs Seventy-Five Thousand Only) plus applicable taxes and out of pocket expenses at actuals.

In terms of the provisions of Section 148(3) of the Act read with Rule 14(a) (ii) of the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditor is to be ratified by the Members of the Company. The proposed remuneration to the Cost Auditor is commensurate with the size and complexity of the Business. Accordingly, the Members are requested to ratify the remuneration payable to the Cost Auditors as set out in the resolution for the aforesaid services to be rendered by them.

None of the Directors or Key Managerial Personnel of the Company and their relatives may be deemed to be concerned or interested, directly or indirectly, in this resolution. The Board recommends the Ordinary Resolution set forth at Item No. 7 of the Notice for the approval of the Members of the Company.

By order of the Board
Pratap Rudra Bhuvanagiri
Company Secretary (ACS 22297)

Place: Bengaluru
Date : May 22, 2026
Registered Office: Plot Nos. 48-51, Electronic City,
Hosur Road, Bengaluru – 560100

ADDITIONAL INFORMATION ON DIRECTORS RECOMMENDED FOR APPOINTMENT/RE-APPOINTMENT PURSUANT TO SECRETARIAL STANDARD-2 AND SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015.

Item No. 3: Re-appointment of Ms. Jung Hyun Kim (DIN: 10954275) who retires by rotation, as a Director.

Information in relation to re-appointment of Ms. Jung Hyun Kim as per Regulation 36(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and applicable Secretarial Standards:

Name of the Director	Jung Hyun Kim
Director Identification Number	10954275
Category	Non-Executive and Non-Independent Director
Date of Birth	November 30, 1975
Nationality	Korea
Qualification	Bachelor's Degree in Public Administration with major in Social Welfare from Pusan National University
Brief Profile of the Director	Ms. Kim is Human Resources Director, 3M Asia from September 1, 2023. She is a seasoned HR leader with over 25 years of experience driving people and talent strategies across Asia. As the Asia HR Director at 3M, she oversees HR operations and strategy, ensuring alignment with business objectives while fostering an inclusive, high-performance culture. During her career, Ms. Kim has held several senior HR leadership roles, including South East Asia HR Director and North Asia HR Director. With expertise in Business Partnering HR, Total Rewards, Employee Relations and HR Solutions, she has played a key role in enhancing employee engagement and organizational effectiveness. Ms. Kim holds a Bachelor's Degree in Public Administration with a major in Social Welfare from Pusan National University.
Date of first appointment on the Board	April 1, 2025
No. of Board Meeting attended during FY 25-26	7 (Attended all Board meetings held during FY 25-26)
Shareholding in 3M India Limited including shareholding as a beneficial owner	Nil
Expertise in specific functional areas	Leadership, Human Resources, General Management
Last Remuneration drawn as Non- Executive Director	NA
Details of Remuneration sought to be paid	NA
List of Directorships held in other companies	Nil
Resignation from the directorship of the listed companies in the past three years	Nil
Memberships / Chairmanships of Committees of Boards in Companies (Including 3M India Limited)	3M India Limited – Member of: • Nomination and Remuneration Committee • Corporate Social Responsibility Committee.
Disclosure of relationships between Directors/KMP inter-se	Nil

This Statement may also be regarded as a disclosure under the Listing Regulations.

NOTES TO E-AGM NOTICE:

1. The Government of India, Ministry of Corporate Affairs has allowed companies to conduct Annual General Meeting through Video Conferencing (VC) or Other Audio Visual Means (OAVM) and dispended the personal presence of the members at the meeting. Accordingly, the Ministry of Corporate Affairs issued Circular No. 14/2020 dated April 8, 2020; Circular No. 17/2020 dated April 13, 2020; Circular No. 20/2020 dated May 5, 2020; Circular No. 02/2021 dated January 13, 2021; Circular No. 21/2021 dated December 14, 2021; Circular No. 02/2022 dated May 5, 2022; Circular No. 10/2022 dated December 28, 2022; Circular No. 09/2023 dated September 25, 2023; Circular No. 09/2024 dated September 19, 2024; and latest being Circular No. 03/2025 dated September 22, 2025 ("MCA Circulars") and Securities and Exchange Board of India issued Circular No. SEBI/ HO/CFD/CMD1/CIR/P/2020/79 dated May 12, 2020; Circular No. SEBI/HO/CFD/CMD2/ CIR/P/2021/11 dated January 15, 2021; Circular No. SEBI/HO/CFD/CMD2/ CIR/P/2022/62 dated May 13, 2022; SEBI/HO/CRD/PoD-2/P/CIR/2023/4 dated January 5, 2023; Circular No. SEBI/HO/ CFD/CFD-PoD-2/P/CIR/2023/167 dated October 7, 2023; and Circular No. SEBI/HO/CFD/CFD- PoD-2/P/CIR/2024/133 dated October 3, 2024 ("SEBI Circular") prescribing the procedures and manner of conducting the Annual General Meeting through VC/ OAVM. In terms of the said circulars, the 39th Annual General Meeting ("AGM") of the Members will be held through VC/OAVM. Hence, Members can attend and participate in the AGM through VC/OAVM only. The detailed procedure for participation in the meeting through VC/OAVM is as per note provided and available at the Company's website: https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/.

2. The helpline numbers for any query / assistance for participation in the AGM through VC/OAVM are Toll Free: 1800 21 09911, Phone: 022-23058738, 022-23058543.

3. Information regarding re-appointment of Directors and Explanatory Statement in respect of special businesses to be transacted pursuant to Section 102 of the Companies Act, 2013 and/or Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, ("SEBI Listing Regulations") is annexed hereto.

4. In view of the 'Green Initiatives in Corporate Governance' introduced by MCA and in terms of the provisions of the Companies Act, 2013 ("the Act"), members who are holding shares of the Company in physical mode, are required to register their email addresses, so as to enable the Company to send all notices/reports/ documents/ intimations and other correspondences, etc., through emails in the electronic mode instead of receiving physical copies of the same. Members holding shares in dematerialised form, who have not registered their email addresses with Depository Participant(s), are requested to register/update their email addresses with their Depository Participant(s).

5. Pursuant to the Circular No. 14/2020 dated April 8, 2020, issued by the Ministry of Corporate Affairs, the facility to appoint proxy to attend and cast vote for the members is not available for this AGM. However, the Body Corporates are entitled to appoint authorised representatives for attending the AGM through VC/ OAVM, participating thereat and casting their votes through e-voting.

6. The attendance of the Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Act.

7. e-AGM: The Company has appointed Central Depository Services (India) Limited ("CDSL"), to provide VC/ OAVM facility for the AGM and the attendant enablers for conducting of the e-AGM.

8. In accordance with the Secretarial Standard-2 on General Meetings issued by the Institute of Company Secretaries of India ("ICSI"), as revised with effect from April 1, 2024, read with Clarification / Guidance on applicability of Secretarial Standards-2 dated April 15, 2020 issued by the ICSI, the proceedings of the AGM shall be deemed to be conducted at the Registered Office of the Company which shall be the deemed venue of the AGM.

9. In line with the aforesaid MCA Circulars, the Notice calling the AGM along with Annual Report 2025-26 has been uploaded on the website of the Company at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/. The Annual Report 2025-26 can also be accessed from the websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com, respectively. The Annual Report 2025-26 is also available on the website of CDSL (agency for providing the Remote e-Voting facility) at www.evotingindia.com. The Company shall send physical copy of the Annual Report 2025-26 to those members who request for the same at investorhelpdesk.in@mmm.com mentioning their Folio No. DP ID and Client ID and postal address.

10. The Company vide disclosure to Stock Exchanges dated May 22, 2026 has fixed Friday, July 17, 2026 as the 'Record Date' for determining entitlement of members to receive dividend for the FY 25-26, if approved at the AGM.

    Those members whose names are recorded in the Register of Members or in the Register of Beneficial Owners maintained by the Depositories as on the Record Date shall be entitled for the dividend which will be paid within 30 days from the date of AGM of the Company, subject to applicable TDS.

SEBI vide its Master Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated May 7, 2024, has mandated that with effect from April 1, 2024, dividend to security holders who are holding securities in physical form, shall be paid only through electronic mode. Such payment shall be made only after the shareholders furnish their PAN, contact details (postal address with PIN and mobile number), Bank Account details & Specimen Signature ("KYC").

11. Members holding shares in physical form are requested to note that in terms of Regulation 40 of the SEBI Listing Regulations, securities of listed companies can be transferred only in dematerialised form with effect from April 1, 2019. In view of the above and in order to eliminate risks associated with physical transfer of securities, shareholders holding equity shares of the Company in physical form are requested to consider converting their holdings to dematerialised form. Members may contact the Company's Registrar and Share Transfer Agent ('RTA') for assistance in this regard.

12. Members holding the shares in physical mode are requested to notify immediately the change of their address and bank particulars to the R & T Agent of the Company. In case shares held in dematerialised form, the information regarding change of address and bank particulars should be given to their respective Depository Participant.

13. To streamline the investment process for investors and safeguard their rights in purchased securities, a special window for re-lodgement of transfer deeds pertaining to physical securities was introduced via SEBI Circular dated July 2, 2025. In a further effort to ensure that investors receive proper access to their securities, SEBI has resolved to open an additional special window specifically for the transfer and dematerialisation ("demat") of physical securities that were bought or sold prior to April 1, 2019. This special window will remain available for one year, commencing on February 5, 2026 and concluding on February 4, 2027. For further details, please refer SEBI Circular HO/38/13/11(2)2026-MIRSD-POD/I/3750/2026, dated January 30, 2026.

14. In order to enhance the ease of doing investment and doing business, SEBI has introduced new measures to simplify the process for crediting securities to investors' demat accounts. Effective April 2, 2026, the requirement for issuing a Letter of Confirmation (LOC) has been removed. Now, securities will be credited directly to demat account of the shareholders following the necessary due diligence, with the submission of a recent, attested Client Master List. This change aims to reduce timelines and risks associated with the process, making shareholders' investment experience more efficient and secure. For further details, please refer SEBI Circular No. HO/38/13/(3)2026-MIRSD-POD/I/3763/2026, dated January 30, 2026 read with SEBI Master Circular No. SEBI/HO/MIRSD/MIRSD-PoD/P/CIR/2025/91, dated June 23, 2025.

15. Members holding shares in physical form are requested to furnish Form ISR-1, Form ISR-2 and SH-13 available on the Company's website at https://www.3mindia.in to update KYC and choice of Nomination (in case the same are not already updated), to Company's Registrar and Share Transfer Agent viz., KFin Technologies Limited (Kfin) at Selenium Building, Tower-B, Plot No 31 & 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddi, Telangana India - 500032. Alternatively, Members may send digitally signed copy of their documents by email to Kfin at einward.ris@kfintech.com or upload on their web portal www.kfintech.com.

16. Members may further note that SEBI, vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022, has mandated listed companies to issue securities in dematerialised form only while processing service requests, viz., issue of duplicate securities certificate, claim from unclaimed suspense account, splitting of securities certificate, consolidation of securities certificates/folios, transmission and transposition etc. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR-4, the format of which is available on Company's website at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/ and on the website of Kfin Technologies Limited at https://ris.kfintech.com/clientservices/investors/isrs.aspx. It may be noted that any service request can be processed only after the folio is KYC compliant.

17. The Register of Directors' and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act, the Register of contracts or arrangements in which the Directors are interested under Section 189 of the Act and all other documents referred to in the Notice will be available for inspection in electronic mode.

18. The Members can join the AGM in the VC/OAVM mode 15 (fifteen) minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the AGM through VC/OAVM will be made available for 1,000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the AGM without restriction on account of first come first served basis.

19. Process and manner for members opting for voting through electronic means:

i. Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended) and Regulation 44 of SEBI Listing Regulations (as amended) and pursuant to the MCA Circulars and the Secretarial Standard -2, the Company is providing facility of remote e-voting to its Members in respect of the business to be transacted at the AGM. For this purpose, the Company has entered into an agreement with Central Depository Services (India) Limited (CDSL), as the authorised e-voting agency for facilitating voting through electronic means. The facility of casting votes by a member using remote e-voting as well as e-voting system on the date of the AGM will be provided by CDSL.

ii. Members whose names are recorded in the Register of Members or in the Register of Beneficial Owners maintained by the Depositories as on the Cut-off date i.e. August 19, 2026 shall be entitled to avail the facility of remote e-voting as well as venue voting system on the date of the AGM. Any recipient of the Notice, who has no voting rights as on the Cut-off date, shall treat this Notice as intimation only.

iii. A person who has acquired the shares and has become a member of the Company after the despatch of the Notice of the AGM and prior to the Cut-off date i.e. **August 19, 2026,** shall be entitled to exercise his/her vote either electronically i.e. remote e-voting or venue voting system on the date of the AGM by following the procedure mentioned in this part.

iv. The remote e-voting will commence on **August 23, 2026 at 9.00 a.m.** and will end on **August 25, 2026 at 5.00 p.m.** During this period, the members of the Company holding shares either in physical form or in demat form as on the Cut-off date i.e. **August 19, 2026** may cast their vote electronically. The members will not be able to cast their vote electronically beyond the date and time mentioned above and the remote e-voting module shall be disabled for voting by CDSL thereafter.

v. Once the vote on a resolution is cast by the member, he/she shall not be allowed to change it subsequently or cast the vote again.

vi. The voting rights of the members shall be in proportion to their share in the paid up equity share capital of the Company as on the Cut-off date i.e. August 19, 2026.

vii. The Company has appointed Mr. Vijayakrishna K.T, Company Secretary in practice (C.P. No. 980, Membership No. FCS 1788), to act as the Scrutiniser for conducting the remote e-voting process as well as the venue voting system on the date of the AGM, in a fair and transparent manner.

20. The instructions for shareholders for remote voting are as under:

(i) The voting period begins on **August 23, 2026** at **9.00 a.m.** and will end on **August 25, 2026** at **5.00 p.m.** During this period shareholders' of the Company, holding shares either in physical form or in dematerialised form, as on the cut-off date i.e. **August 19, 2026** may cast their vote electronically. The e-voting module shall be disabled by CDSL for voting thereafter.

(ii) Shareholders who have already voted prior to the meeting date would not be entitled to vote at the meeting venue.

(iii) Pursuant to SEBI Circular No. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020, under Regulation 44 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, listed entities are required to provide remote e-voting facility to its shareholders, in respect of all shareholders' resolutions.

Currently, there are multiple e-voting service providers (ESPs) providing e-voting facility to listed entities in India. This necessitates registration on various ESPs and maintenance of multiple user IDs and passwords by the shareholders.

To simplify and enhance the e-voting process, a facility is available to all demat account holders to access and participate in e-voting through a single login credential via their demat account, Depository, or Depository Participant portal. This eliminates the need for separate registrations and multiple login credentials across different e-voting service providers, enabling seamless authentication and greater convenience in the voting process.

Step 1: Access through Depositories CDSL/ NSDL e-Voting system in case of individual shareholders holding shares in demat mode.

(iv) In terms of SEBI circular no. SEBI/HO/CFD/CMD/ CIR/P/2020/242 dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Pursuant to abovesaid SEBI Circular, Login method for e-Voting and joining virtual meetings for Individual shareholders holding securities in Demat mode, is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in Demat mode with **CDSL Depository.**	1. Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login to Easi / Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & My Easi New (Token) Tab. 2. After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at cdsl website www.cdslindia.com and click on login & My Easi New (Token) Tab and then click on registration option. 4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on https://www.cdslindia.com/ home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders holding securities in demat mode with **NSDL Depository**	1. If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsdl.com either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-Voting services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on company name or e-Voting service provider name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2. If the user is not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com Select "Register Online for IDeAS "Portal or click at: https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp 3. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting

Type of shareholders	Login Method
	4) For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
Individual Shareholders (holding securities in demat mode) login through their **Depository Participants (DP)**	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. After Successful login, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned websites.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. CDSL and NSDL.

Login type	Helpdesk details
Individual Shareholders holding securities in Demat mode with **CDSL**	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or call toll free no. 1800 21 09911.
Individual Shareholders holding securities in Demat mode with **NSDL**	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at toll free no.: 1800 022-4886 7000 and 022-2499 7000.

Step 2: Access through CDSL e-Voting system in case of shareholders holding shares in physical mode and non-individual shareholders in demat mode.

(v) Login method for e-Voting and joining virtual meeting for shareholders other than individual shareholders holding shares in physical form:

1. shareholders should log on to the e-voting website www.evotingindia.com.
2. Click on Shareholders.
3. Now Enter your User ID
    a. For CDSL: 16 digits beneficiary ID,
    b. For NSDL: 8 Character DP ID followed by 8 Digits Client ID,
    c. Members holding shares in Physical Form should enter Folio Number registered with the Company.
4. Next enter the Image Verification as displayed and Click on Login.
5. If you are holding shares in demat form and had logged on to www.evotingindia.com and voted on an earlier voting of any company, then your existing password is to be used.
6. If you are a first time user follow the steps given below:

For Shareholders holding shares in Demat Form other than individual and Physical Form	
PAN	Enter your 10-digit alpha-numeric PAN issued by Income Tax Department (Applicable for both demat shareholders as well as physical shareholders). Members who have not updated their PAN with the Company/Depository Participant are requested to use the sequence number indicated in the PAN field.
Dividend Bank Details OR Date of Birth (DOB)	Enter the Dividend Bank Details or Date of Birth (in dd/mm/yyyy format) as recorded in your demat account or in the company records in order to login. If both the details are not recorded with the depository or company please enter the member id / folio number in the Dividend Bank details field as mentioned in instruction (v).

(vi) After entering these details appropriately, click on "SUBMIT" tab.

(vii) Members holding shares in physical form will then directly reach the Company selection screen. However, members holding shares in demat form will now reach 'Password Creation' menu wherein they are required to mandatorily enter their login password in the new password field. Kindly note that this password is to be also used by the demat holders for voting for resolutions of any other company on which they are eligible to vote, provided that company opts for e-voting through CDSL platform. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.

(viii) For Members holding shares in physical form, the details can be used only for e-voting on the resolutions contained in this Notice.

(ix) Click on the EVSN of the Company – **3M India Limited** on which you choose to vote.

(x) On the voting page, you will see "RESOLUTION DESCRIPTION" and against the same the option "YES/NO" for voting. Select the option YES or NO as desired. The option YES implies that you assent to the Resolution and option NO implies that you dissent to the Resolution.

(xi) Click on the "RESOLUTIONS FILE LINK" if you wish to view the entire Resolution details.

(xii) After selecting the resolution, you have decided to vote on, click on "SUBMIT". A confirmation box will be displayed. If you wish to confirm your vote, click on "OK", else to change your vote, click on "CANCEL" and accordingly modify your vote.

(xiii) Once you "CONFIRM" your vote on the resolution, you will not be allowed to modify your vote.

(xiv) You can also take a print of the votes cast by clicking on "Click here to print" option on the Voting page.

(xv) If a demat account holder has forgotten the login password, then Enter the User ID and the image verification code and click on Forgot Password & enter the details as prompted by the system.

(xvi) There is also an optional provision to upload Board Resolution/Power of Attorney if any uploaded, which will be made available to scrutiniser for verification.

(xvii) Shareholders can also cast their vote using CDSL's mobile app m-Voting. The m-Voting app can be downloaded from Google Play Store. Apple and Windows phone users can download the app from the App Store and the Windows Phone Store respectively. Please follow the instructions as prompted by the mobile app while voting on your mobile.

(xviii) Note for Non – Individual Shareholders and Custodians

- Non-Individual shareholders (i.e. other than Individuals, HUF, NRI etc.) and Custodian are required to log on to www.evotingindia.com and register themselves as Corporates.
- A scanned copy of the Registration Form bearing the stamp and sign of the entity should be emailed to helpdesk.evoting@ cdslindia.com.
- After receiving the login details a Compliance User should be created using the admin login and password. The Compliance User would be able to link the account(s) for which they wish to vote on.
- The list of accounts linked in the login should be mailed to helpdesk.evoting@ cdslindia.com and on approval of the accounts they would be able to cast their vote.
- A scanned copy of the Board Resolution and Power of Attorney (POA) which they have issued in favour of the Custodian, if any, should be uploaded in PDF format in the system for the scrutiniser to verify the same.
- Alternatively, Non Individual shareholders are required to send the relevant Board Resolution/ Authority letter etc. together with attested specimen signature of the duly authorised signatory who are authorised to vote, to the Scrutiniser and to the Company, if voted from individual tab & not uploaded same in the CDSL e-voting system for the scrutiniser to verify the same.

(xix) Process for those equity shareholders whose email/ mobile are not registered with the Company/ Depositories.

1. For physical equity shareholders, please provide necessary details like Folio No., name of equity shareholder, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) by emails to investorhelpdesk.in@mmm.com and einward.ris@kfintech.com.

2. For demat shareholders, please update your email id and mobile number with the respective Depository Participant.

3. For Individual Demat shareholders – Please update your email id & mobile no. with your respective Depository Participant (DP) which is mandatory while e-Voting & joining virtual meetings through Depository.

If you have any queries or issues regarding attending AGM & e-Voting from the CDSL e-Voting System, you can write an email to helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911.

All grievances connected with the facility for voting by electronic means may be addressed to Mr. Rakesh Dalvi, Sr. Manager, (CDSL) Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or send an email to helpdesk.evoting@cdslindia.com or call toll free no. 1800 21 09911.

21. THE INSTRUCTIONS FOR SHAREHOLDERS ATTENDING THE AGM THROUGH VC/OAVM & E-VOTING DURING MEETING ARE AS UNDER:

1. The procedure for attending meeting & e-Voting on the day of the AGM is same as the instructions mentioned above for Remote e-voting.

2. The link for VC/OAVM to attend the meeting will be available where the EVSN of Company will be displayed after successful login as per the instructions mentioned above for Remote e-voting.

3. Only those Members/ shareholders, who will be present in the AGM through VC/OAVM facility and have not cast their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system available in the AGM.

4. If any Votes are cast by the members through the e-voting available during the AGM and if the same members have not participated in the meeting through VC/OAVM facility, then the votes cast by such members shall be considered invalid as the facility of e-voting during the meeting is available only to the members participating in the meeting.

5. Members who have voted through Remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.

6. The results declared along with the Scrutiniser's Report shall be placed on the Company's website https://www.3mindia.in and on the website of CDSL i.e. www.evotingindia.com and shall also be displayed at the Registered Office of the Company while simultaneously being communicated to the National Stock Exchange of India Limited and BSE Limited where the equity shares of the Company are listed.

7. Member will be provided with a facility to attend the AGM through VC/OAVM or view the live webcast of AGM through the CDSL e-Voting system. Members may access the same at https://www.evotingindia.com under shareholders'/members login by using the remote e-voting credentials. The link for VC/OAVM will be available in shareholder/members login where the EVSN of Company will be displayed.

8. Members are encouraged to join the Meeting through Laptops / IPads for better experience.

9. Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.

10. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to fluctuation in their respective network. It is, therefore, recommended to use stable Wi-Fi or LAN connection to mitigate any kind of aforesaid glitches.

11. **Members Question/ Speaker Registration for e-AGM:**

    For ease of conduct, members who would like to ask questions may send their questions in advance at least three (3) days before the ensuing AGM mentioning their name, demat account number / folio number, email id, mobile number to investorhelpdesk.in@mmm.com and register themselves as a speaker. Those Members who have registered themselves as a speaker will only be allowed to express their views/ask questions during the ensuing AGM.

12. Since the AGM will be held through VC/OAVM, the Route Map is not annexed in this Notice.

Contact Details:

Company	3M India Limited Regd. Office: Plot Nos. 48-51, Electronic City, Hosur Road, Bengaluru – 560100 Corp. Office: 5th Floor Marksquare, 61, St Marks Road, Bengaluru – 560001 Phone: 080-22231414 Email: investorhelpdesk.in@mmm.com Website: https://www.3mindia.in
Registrar and Transfer Agent	KFin Technologies Limited Regd. Office: Karvy Selenium Tower-B, Plot Nos. 31 & 32, Financial District, Gachibowli, Nanakramguda, Serilingampally, Hyderabad- 500 032. Tel: 040-67161524 Toll. Free No. 18003094001 Email: einward.ris@kfintech.com Website: www.kfintech.com
e-Voting Agency	Central Depository Services (India) Limited Regd. Office: A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, NM Joshi Marg, Lower Parel (East), Mumbai – 400 013 Tel: 1800 21 09911 Phone: 022-23058738, 23058543 Email: helpdesk.evoting@cdslindia.com
Scrutiniser	Mr. Vijayakrishna K.T Practicing Company Secretary Email: vijaykt@vjkt.in

Report of the Board of Directors

To the Members of
3M India Limited,

Your Directors are pleased to present the Thirty Ninth (39th) Annual Report of the Company. The Financial Statements of the Company for the financial year ended March 31, 2026 are prepared in compliance with the applicable provisions of the Companies Act, 2013 including Indian Accounting Standards. The audited Financial Statements together with the Auditors' Report thereon form a part of the Annual Report.

FINANCIAL HIGHLIGHTS

(₹ in crores)

Particulars	Year ended March 31, 2026	Year ended March 31, 2025[1]	% increase / decrease (-)
Revenue from Operations	5,089.76	4,445.56	14.49%
Of which -Export Sales	50.37	23.79	111.73%
Other Income, net	48.74	70.26	-30.63%
Total Income	**5,138.50**	**4,515.82**	**13.79%**
Less: Expenditure	4,104.00	3,675.95	11.64%
Profit before Interest and Depreciation	**1,034.50**	**839.87**	**23.17%**
Less: Finance costs	43.50	11.17	289.44%
Less: Depreciation and amortisation expense	62.64	55.29	13.29%
Profit before Exceptional Item and Taxation	**928.36**	**773.41**	**20.03%**
Less: Exceptional Item	34.33	-	100.00%
Profit before Taxation	**894.03**	**773.41**	**15.60%**
Less: Tax expense	371.71	297.34	25.01%
Profit for the year	**522.32**	**476.07**	**9.71%**
Items that will not be re- classified subsequently to profit or loss	(0.25)	(4.82)	-94.81%
Total Comprehensive income for the year	**522.07**	**471.25**	**10.78%**

1. The financial year ended March 31, 2025, reflects merged financials following the amalgamation of 3M Electro & Communication India Private Limited (a wholly owned subsidiary) with 3M India Limited.

DIVIDEND

The Board is pleased to recommend a dividend of ₹ 506 per equity share (final dividend of ₹ 160 per equity share and special dividend of ₹ 346 per equity share) at its meeting held on May 22, 2026. This payment is subject to the approval of the Members in the ensuing Annual General Meeting of the Company. The dividend will be paid to all those equity shareholders of the Company whose names appear in the Register of Members and whose names appear as beneficial owners as per the beneficiary list furnished for the purpose by National Securities Depository Limited and Central Depository Services (India) Limited as on record date fixed for this purpose.

The Board of Directors approved the Dividend Distribution Policy on February 9, 2017 in terms of the SEBI (Listing Obligations and Disclosure Requirements), Regulations 2015. The Policy is available at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/ and the same is annexed as "**Annexure J**", which forms part of this report.

Transfer of dividend to the Investor Education and Protection Fund, if any: NA

TRANSFER TO RESERVES

The Company does not propose to transfer any amounts to general reserves.

STATE OF COMPANY'S AFFAIRS

The global economic environment remained uncertain during the year due to geopolitical tensions, cautious capital flows, cost pressures and supply chain challenges. Despite these conditions, India's economy remained resilient and continued to deliver stable growth. During the year, your Company closely monitored external developments and assessed their impact on operations. The Company remained focused on disciplined execution, operational agility and efficiency, sustaining stable revenues while continuing to create value for all stakeholders.

Strong growth in automobile and industrial market segments

India's automotive industry continued to be an important contributor to the country's manufacturing sector. The growing adoption of electric vehicles created new opportunities for the Company to introduce innovative products and solutions. The Company strengthened its presence across the automotive value chain with offerings such as adhesives, abrasives and products for the automotive aftermarket. The Company expanded its presence across industrial market segments, reinforcing its focus on addressing evolving customer needs and broadening market reach.

Increased Government spending on infrastructure projects

The Government's continued spending on infrastructure development, including roads, railways, regional airports and other key projects, supported demand for the Company's transportation safety solutions, as well as its commercial and industrial offerings. These initiatives remain strongly relevant to the Company's portfolio driving sustained demand for its transportation safety, commercial and industrial offerings.

Attractive policy initiatives for emerging sectors

Supportive government initiatives, including the Production Linked Incentive (PLI) schemes, continued to benefit sectors such as mobile phones, electronics manufacturing and defense. The Company engaged with leading manufacturers in these sectors by providing relevant materials and solutions and remained aligned with emerging manufacturing trends through its application expertise, customer-focused approach and diversified capabilities.

Growth in modern trade and e-commerce channels

The fiscal year saw significant expansion in modern trade and e-commerce channels. The resulting increase in consumer demand through these channels supported the Company's home improvement and cleaning products, strengthening market share and enhancing the penetration of its consumer product portfolio across diverse markets and customer segments.

Discipline in operational execution

The Company maintained a stable cash position during the year, supported by disciplined financial management and operational efficiency. In response to inflationary pressures and market dynamics, the Company implemented calibrated pricing actions and continued cost optimization measures across operations.

Managing supply chain and raw material

During FY 25-26, the Company's sourcing operations continued to monitor the markets and optimised the costs across the goods and services, including raw materials procured.

The Company's revenue from operations increased by 14.49% at ₹ 5,089.76 crores for the financial year ended March 31, 2026 compared to ₹ 4,445.56 crores in the previous financial year. The Profit Before Interest and Depreciation and Exceptional Item is ₹ 1,034.50 crores compared to ₹ 839.87 crores for the previous financial year. Profit Before Tax and Exceptional Item is ₹ 928.36 crores compared to ₹ 773.41 crores for the previous financial year. Profit Before Tax is ₹ 894.03 crores compared to ₹ 773.41 crores for the previous financial year. The operating margin for the current year is 20.13% compared to 18.60% for the previous financial year. Total Comprehensive Income is ₹ 522.07 crores compared to ₹ 471.25 crores for the previous financial year. Export Sales is ₹ 50.37 crores for the financial year ended March 31, 2026 compared to ₹ 23.79 crores in the previous financial year, an increase of 111.73% due to higher demand in the global market.

The Safety and Industrial business increased by 16.00%; Transportation business increased by 10.08%; Health Care business increased by 17.49%; and Consumer business increased by 15.57%.

Earnings Per Share

The Earnings Per Share (Basic and Diluted) of the Company for FY 25-26 was ₹ 463.66 per share as compared to ₹ 422.60 per share in the previous financial year, with an increase of 9.72%. Detailed analysis of the performance has been discussed in the Management's Discussion and Analysis Section of the Annual Report.

Information Technology

The Company operates an Information Security Management System (ISMS), centered at the Head Office in St. Paul, USA, which is certified to the current requirements of ISO/IEC 27001 and has continued to meet certification requirements since 2014. In 2023, we added ISO/ IEC 27017:2015 requirements for cloud services. Enhancing and optimising cybersecurity protection continues to remain one of the top priorities. The Company conducts monthly social engineering simulation assessments for all users globally to increase their knowledge on how to identify and report phishing attempts. Training is delivered to employees worldwide on an annual basis to mitigate human- based cybersecurity risk. Awareness efforts include relevant communications disseminated on various channels to promote a secure culture within 3M. Other frameworks include NIST CSF (The National Institute of Standards and Technology, Cybersecurity Framework) which is a cross-industry standardised framework that several organisations use to manage their cybersecurity programmes. NIST CSF provides a common language and lifecycle approach to understand, manage and express cybersecurity risks. It helps identify and prioritise actions to reduce risk and aligns policy, business and technology approaches to manage that risk. The cybersecurity landscape is constantly evolving and new threats and challenges emerge. The Company consistently reviews and re-evaluates its capabilities to identify and respond to these threats.

Supply Chain

Continued disruptions because of various scenarios like geopolitical events, natural disasters and availability of labour continue to have impacts on supply chains, resulting in longer supply chains and increasing costs. Evolving tariff scenarios add to that complexity. Hence the focus is on building robust supply chains and simplifying them by localization efforts.

Contribution to Exchequer

During FY 25-26, the Company paid various taxes on account of its business/operation viz., CGST, IGST, Direct Taxes and Customs Duty amounting to ₹ 1,701.37 crores in aggregate.

Investments

Capital Investments during FY 25-26 was ₹ 58.33 crores (Net of capital work-in-progress and capital advances) (PY 24-25: ₹ 55.42 crores).

MATERIAL CHANGES AND COMMITMENTS

There have been no material changes and/or commitments affecting the financial position of the Company since the close of the financial year and till the date of this report.

CHANGE IN THE NATURE OF BUSINESS

There were no changes in the nature of business during the year under review.

MANAGEMENT DISCUSSION AND ANALYSIS

The Management Discussion and Analysis Report is annexed herewith as "**Annexure A**", which forms part of this report.

CORPORATE GOVERNANCE AND SHAREHOLDER INFORMATION

A separate Report on Corporate Governance in terms of Regulation 34 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (hereinafter referred as "Listing Regulations") along with a Certificate from a Practicing Company Secretary regarding compliance to the conditions stipulated under Chapter IV of the Listing Regulations is provided as "**Annexure B**", which forms part of this report.

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

A separate section on Business Responsibility and Sustainability Report (BRSR) is annexed as "**Annexure C**" and forms a part of this report as required under Regulation 34(2)(f) of the Listing Regulations.

SHARE CAPITAL EQUITY SHARES WITH DIFFERENTIAL VOTING RIGHTS

The Company has only one class of Share, i.e. Equity Share with a face value of ₹ 10 each.

The Authorised Share Capital as at March 31, 2026 is ₹ 117,650,700 (divided into 1,17,65,070 Equity Shares of ₹ 10 each).

The Issued/Subscribed and fully Paid-up Share Capital as at March 31, 2026 is ₹ 112,650,700 (divided into 1,12,65,070 Equity Shares of ₹ 10 each).

During the year under review, the Company has not issued Equity Shares nor Shares with differential voting rights nor granted Stock Options nor Sweat Equity.

LISTING WITH STOCK EXCHANGES

The Company has upto date paid the requisite listing fee to the National Stock Exchange of India Limited and BSE Limited where the Company's Equity Shares are listed.

BOARD OF DIRECTORS

Appointment and Re-appointment:

The following appointments and re-appointments were made during the financial year till the date of the report:

- The Board of Directors of the Company, on the recommendation of the Nomination and Remuneration Committee, at its meeting held on March 13, 2025 appointed Mr. Jayanand Kaginalkar (DIN: 07904558) as an Additional Director and Whole-Time Director of the Company for the period from April 1, 2025 to March 31, 2027, categorised as Executive Director. The Members of the Company have approved his appointment by way of an Ordinary Resolution through Postal Ballot notice dated March 13, 2025.
- The Board of Directors of the Company, on the recommendation of the Nomination and Remuneration Committee, at its meeting held on March 13, 2025 appointed Ms. Jung Hyun Kim (DIN: 10954275) as a Non-Executive Director of the Company with effect from April 1, 2025. The Members of the Company have approved her appointment by way of an Ordinary Resolution through Postal Ballot notice dated March 13, 2025.
- The Board of Directors of the Company, on the recommendation of the Nomination and Remuneration Committee, at its meeting held on November 3, 2025 appointed Mr. M. D. Ranganath (DIN: 07565125) as an Additional Director in the category Non-Executive Independent Director of the Company with effect from February 2, 2026. The Members of the Company have approved his appointment by way of an Special Resolution through Postal Ballot notice dated February 12, 2026.
- The Board of Directors of the Company, on the recommendation of the Nomination and Remuneration Committee, at its meeting held on February 12, 2026 appointed Mr. Aseem Joshi (DIN: 07504624) an Additional Director and Managing Director of the Company in the category Executive Director of the Company for the period from April 1, 2026 to March 31, 2031. The Members of the Company have approved his appointment by way of an Ordinary Resolution through Postal Ballot notice dated February 12, 2026.
- The Board of Directors of the Company, on the recommendation of the Nomination and Remuneration Committee, at its meeting held on May 22, 2026 appointed Ms. Kavita Nair (DIN: 07771200) as an Additional Director in the category Non-Executive

Independent Director of the Company with effect from May 27, 2026. Pursuant to provisions of Regulation 17(1C) of Listing Regulations, the approval of Members of the Company for the appointment of Ms. Kavita Nair to the Board as Independent Director for a term of five (5) years is being sought at the 39th Annual General Meeting of the Company.

- The Board has unanimously appointed Mr. M. D. Ranganath (DIN: 07565125) (Non-Executive Independent Director of the Company) as the "Chairperson of the Board", with effect from May 27, 2026.
- Ms. Jung Hyun Kim (DIN: 10954275) will retire by rotation at the ensuing Annual General Meeting and being eligible, offers herself for re-appointment. The details of Ms. Jung Hyun Kim are provided in the Notice of the Annual General Meeting. The Board of Directors recommend her re-appointment.

Resignation/ Retirement:

The following retirements were accepted during the financial year till the date of the report:

- Mr. Ramesh Ramadurai (DIN: 07109252) retired from the Board as Director and as Managing Director of the Company with effect from March 31, 2026.
- Ms. Radhika Rajan (DIN: 00499485) retired from the Board as Independent Director of the Company and as Chairperson of the Board upon completion of her second term of five (5) years on May 26, 2026.

The Board places on record its sincere appreciation for the valuable contributions made by Mr. Ramesh Ramadurai and Ms. Radhika Rajan, toward the progress of the Company during their tenure as Directors of the Company.

KEY MANAGERIAL PERSONNEL (KMP)

Based on the recommendation of the Nomination and Remuneration Committee and the Audit Committee, the Board of Directors of the Company appointed Mr. Nikhil Arora as Chief Financial Officer with effect from May 5, 2025.

As at the financial year ended March 31, 2026, Mr. Ramesh Ramadurai, Managing Director, Mr. Jayanand Kaginalkar, Whole-time Director, Mr. Nikhil Arora, Chief Financial officer and Mr. Pratap Rudra Bhuvanagiri, Company Secretary and Compliance Officer, were the Key Managerial Personnel of the Company.

Mr. Aseem Joshi was appointed as a Key Managerial Personnel of the Company with effect from April 1, 2026, consequent to the retirement of Mr. Ramesh Ramadurai on March 31, 2026.

DECLARATIONS FROM INDEPENDENT DIRECTORS

The Company has received necessary declarations from each Independent Director of the Company under the provisions of Section 149(7) of the Companies Act, 2013, that they meet the criteria of Independence laid down under the provisions of Section 149(6) of the Companies Act, 2013 read with Listing Regulations. All the Independent Directors have also confirmed under Regulation 16(1B) of SEBI (LODR) Regulations, 2015 that they are not Non-Independent Director of another Company on the Board of which any Non-Independent Director of the listed entity is an Independent Director. In the opinion of the Board, all the independent directors have the integrity, expertise, experience and proficiency necessary for the role.

DETAILS OF BOARD AND COMMITTEE MEETINGS DURING THE FINANCIAL YEAR

During FY 25-26, Seven (7) Meetings of the Board were held. The Company has Five (5) Board Committees. The composition and number of Meetings attended by each Director/Committee Member are furnished in the Corporate Governance Report.

COMPOSITION OF AUDIT COMMITTEE

As on the financial year ended March 31, 2026, the Audit Committee of the Company consisted of Two (2) Non-Executive Independent Directors and One (1) Non-Executive Director and all of them have financial and accounting knowledge. The Members of the Committee as on March 31, 2026, were Mr. N. V. Sivakumar, Chairperson, Ms. Radhika Rajan and Ms. Kong Sau Wai Elizabeth. The Committee comprises majority of Independent Director. The Board has accepted all the recommendations made by the Audit Committee during the year under review.

NOMINATION AND REMUNERATION COMMITTEE POLICY

The Board has, on the recommendation of the Nomination & Remuneration Committee framed a Policy for the selection and appointment of Directors, Senior Management and other employees and their remuneration. The Policy is available at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/.

The composition, criteria for selection of Directors and the terms of reference of the Nomination and Remuneration Committee is stated in the Corporate Governance Report.

ANNUAL BOARD EVALUATION

The Board of Directors has carried out an annual evaluation of its own performance, its Committees and Directors pursuant to the requirements of the Companies Act, 2013, Listing Regulations and as per the Guidance Note issued by SEBI. Further, the Independent Directors, at their separate meeting held during the year, reviewed the performance of the Board, its Chairperson and Non-Executive Directors and other items as stipulated under the Listing Regulations. The manner in which the evaluation has been carried out has been explained in the Corporate Governance Report.

DETAILS OF REMUNERATION OF DIRECTORS

Disclosure pursuant to Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies

(Appointment and Remuneration of Managerial Personnel) Rules, 2014, is annexed herewith as "**Annexure D**", which forms part of this report.

REMUNERATION RECEIVED BY MANAGING/ WHOLE TIME DIRECTOR FROM HOLDING OR SUBSIDIARY COMPANY

During the year under review, no Commission or Remuneration was paid to the Executive Directors from Holding/ Subsidiary Companies.

DIRECTORS' RESPONSIBILITY STATEMENT

To the best of the knowledge and belief and according to the information and explanations obtained, your Directors state in terms of Section 134 (5) of the Companies Act, 2013 (the Act):

(a) that in the preparation of the annual financial statements for the year ended March 31, 2026, the applicable accounting standards have been followed along with proper explanation relating to material departures, if any.

(b) that they had selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as at March 31, 2026 and of the profit of the Company for the year ended on that date.

(c) that they had taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities.

(d) that they had prepared the annual financial statements on a going concern basis.

(e) that they had laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and were operating effectively.

(f) that they had devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

INTERNAL FINANCIAL CONTROLS AND THEIR ADEQUACY

The Company's Internal controls are aligned with 3M Global's internal control over financial reporting which is based on the framework established by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) in Internal Controls – Integrated Framework (2013).

This framework essentially has two elements:

(1) structures, policies and guidelines designed to achieve efficiency and effectiveness in operations and compliance with laws and regulations and

(2) an assurance function provided by Internal Audit.

The Directors have laid down internal financial controls to be followed by the Company and such policies and procedures are adopted by the Company for ensuring the orderly and efficient conduct of its business, including adherence to Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records and the timely preparation of reliable financial information.

The Company has in place adequate systems of internal controls commensurate with its size and the nature of its operations. These have been designed to provide reasonable assurance with regard to recording and providing reliable financial and operational information, complying with applicable statutes, safeguarding assets from unauthorised use or losses, executing transactions with proper authorisation and ensuring compliance of corporate policies.

The Company, through its own Corporate Internal Audit Department, carries out periodic audits to cover all the offices, factories and key areas of business segments based on the plan approved by the Audit Committee and bring out any deviation to internal controls procedures. The Internal Auditor functionally reports to the Audit Committee and administratively to the Managing Director. The observations arising out of audit are periodically reviewed and compliance ensured. The summary of the Internal Audit observations and status of the implementation is submitted to the Audit Committee of the Board. The status of implementation of the recommendations is reviewed by the Committee on a regular basis and concerns, if any, are reported to the Board.

DISCLOSURE REGARDING FRAUDS

During the year under review, there were no frauds reported by the Auditor to the Audit Committee or to the Board.

DEPOSITS

During the year under review, the Company has neither accepted nor renewed any deposits from public within the meaning of Section 73 of the Companies Act, 2013 read with the Companies (Acceptance of Deposits) Rules, 2014.

PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

During the year under review, the Company has not given any Loans, provided any guarantees or made any Investments covered under Section 186 of the Companies Act, 2013.

RELATED PARTY TRANSACTIONS

All Related Party Transactions (RPTs) which were entered into, during the financial year were on an arm's length basis and were in the ordinary course of business. All RPTs are placed before the Audit Committee for approval. Prior omnibus approval of the Audit Committee is obtained on a yearly basis for the transactions which are foreseeable and repetitive in nature. A statement exhibiting details of all actual RPTs versus the approval is placed before the Audit Committee for approval on a quarterly basis. A Policy on RPTs as approved by the Board is available at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/.

The Company being a part of 3M conglomerate, has rights to carry out the business within India and accordingly, has access to the Group's synergies, state of the art products and technologies, competencies and "3M" brand name which are very critical and essential to carry out its business operations more efficiently in an increasingly globalised and competitive scenario. As a part of its regular business, the Company purchases, avails/renders services from/to 3M Company, USA and/or its group companies at arm's length basis. None of the Directors and the Key Managerial Personnel has any pecuniary relationships or transactions vis-à-vis the Company.

The RPTs are necessary, normal to business and play a significant role in the Company's business operations and also form an integral part of the Company's business.

The Company obtained the approval of the Members at the 38th Annual General Meeting held on August 26, 2025 for material related party transactions with 3M Company, USA for the period of 1 year i.e., upto the ensuing 39th Annual General meeting. Further, the Company obtained the approval of the Members through Postal Ballot notice dated February 12, 2026 for material related party transactions with 3M Company, USA and 3M Innovation Singapore Pte Ltd for the FY 26-27.

Details of the related party transactions as required under Section 134(3)(h) read with Rule 8 of the Companies (Accounts) Rules, 2014, is annexed herewith as "**Annexure E**", which forms part of this report.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

The Company's Corporate Social Responsibility (CSR) framework is anchored in two focus areas: STEM and Skilled Trades and Community Needs, reflecting its commitment to creating meaningful social impact to underserved communities and addressing critical public health and safety challenges. All CSR initiatives are aligned with Schedule VII of the Companies Act, 2013 and mapped to the United Nations Sustainable Development Goals (SDGs). During FY 25-26, 65% of the allocated CSR funds were spent on STEM & Skilled Trades and 35% on Community needs. The main project interventions under each of the focus areas were:

STEM AND SKILLED TRADES:

During FY 25–26, the Company strengthened its existing STEM education initiatives and continued to promote educational opportunities for girls from underserved communities.

Project Nanhi Kali: Educating the Girl Child

The Company continued its commitment to girls' education through Project Nanhi Kali, supporting 2,800 girls across 181 Academic Support Centres in Pune during FY 25-26. Implemented by K.C. Mahindra Education Trust, the programme combines academic support with digital literacy, life skills, financial awareness and sports to improve learning outcomes and confidence. Over 350 girls appeared for Class 10 examinations during the year, taking the cumulative total of graduates under the programme to over 1,000.

3M Wonder Tinkering Labs programme

Implemented with Learning Links Foundation, the Company operates 30 maker spaces across Pune, Bengaluru and Ahmedabad, benefiting nearly 9,000 students. Through hands-on STEM learning, students develop problem-solving, creativity and innovation skills. More than 400 projects have been developed, with students earning 21 awards at various state and national-level competitions during the year under review.

Girls in STEM Scholarships programme

In partnership with the Foundation for Excellence, the Company supported 200 meritorious girls from underserved backgrounds, including engineering and MBBS students. Along with financial assistance, scholars received mentoring, career guidance and industry exposure through engagements with STEM professionals and 3M volunteers.

3M-Scotch Brite® Scholarships for Girls

The programme awarded 550 scholarships to girls in grades 9–12 across Maharashtra, Gujarat and Karnataka. Implemented with Scholarlify, the scholarships supported vulnerable students by providing the right aid during the crucial years of high school, including, mentoring, career guidance and parental engagement, ensuring that the girls continue their education until graduation.

Healthcare Scholarships for Women

In partnership with the Lila Poonawalla Foundation, the Company supported 74 young women from economically disadvantaged backgrounds to pursue higher education in nursing, health sciences, nutrition, microbiology and paramedical sciences. In addition to financial support, students also received soft skills and life skills training, mentoring and career guidance.

COMMUNITY NEEDS:

The Community Needs focus area addresses local issues in communities around the Company's area of operations. Interventions aim to improve quality of life outcomes across public health and safety, environment, livelihoods and support for vulnerable communities, including assistance during natural disasters.

Community Water Resilience programme

In partnership with Water For People India Trust, the Company implemented Ridge to Valley approach interventions in a high water-stress region covering 11 villages in Kendur & Pabal gram panchayats in Shirur block, Pune. The programme achieved strong outcomes after monsoon cycles conserving 191 million litres of water across 1,121 hectares, benefiting over 4,800 individuals and 1,000 households.

Bengaluru Water Management at Anekal Taluk

The Company continued its partnership with Biome Environmental Trust in FY 25-26 to advance water stewardship initiatives in Anekal. During the year, maintenance support was provided to rainwater harvesting systems installed at four government schools, enhancing rainwater storage and recharge capacity by 1,518 kiloliters. The Company also initiated a hydrogeological study in Anekal Taluk, Bengaluru, to assess the groundwater recharge potential of treated wastewater-fed lakes and explore opportunities to strengthen long-term water security in the region.

Together for Safer Roads – Road Safety Programme

In partnership with the Bengaluru Traffic Police and Synergie, the Company advanced road safety through improvements at accident-prone junctions in Bengaluru and enhancements to the Bengaluru Traffic Park, St. Marks road. During the year, infrastructure upgrades were completed at two junctions, alongside user behaviour and perception studies. The Traffic Park was strengthened with improved training facilities and real-world road simulations, with signage and road markings.

Scoliosis Care for Underprivileged Children

The Company supported Bhagwan Mahaveer Memorial Jain Trust's Scoliosis Project which provides specialised treatment to children with spinal deformities. During the year under review, 3M India supported 25 children with spinal deformities, helping improve mobility, confidence and quality of life.

We. Are. All. Us.– D&I

Through its Diversity and Inclusion initiative, the Company supported a Community Resource Centre for gender and sexual minority communities in Bengaluru. Implemented by Sangama, the centre facilitates access to healthcare, social security schemes and identity-related services and has reached over 2,700 individuals.

Mobile Healthcare in Aspirational Districts.

The Company continued to improve access to preventive and primary healthcare in underserved communities through mobile healthcare units operated with Smile Foundation across Uttar Pradesh, Odisha, Assam and Maharashtra. During FY 25–26, the programme reached 22,162 beneficiaries, bringing the cumulative number of individuals served to over 300,000. Services included healthcare consultations, diagnostics, maternal and child health services and health awareness programmes. The initiative concluded in FY 25–26 upon the successful completion of its project cycle.

The Annual Report on CSR activities is annexed herewith as "**Annexure F**", which forms part of this report.

DETAILS OF REMUNERATION OF EMPLOYEES

Pursuant to Section 197(12) of the Companies Act, 2013 read with Rules 5(2) & (3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, a statement showing details of the top Ten (10) employees in terms of remuneration drawn during the financial year and other employees of the Company employed throughout the year and employees employed for part of the year who were in receipt of remuneration of ₹ 1.02 crores or more per annum and ₹ 8.50 lakhs or more per month respectively is annexed herewith as "**Annexure G**", which forms part of this report.

ENERGY CONSERVATION, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO

The Information on Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo stipulated under Section 134 (3) (m) of the Companies Act, 2013 read with Rule 8(3) of The Companies (Accounts) Rules, 2014 is annexed as "**Annexure H**", which forms part of this report.

RISK MANAGEMENT POLICY

The Company has a Risk Management Policy pursuant to the requirements of Listing Regulations. The details of the Risk Management Committee and its terms of reference are set out in the Corporate Governance Report forming a part of the Board's Report.

SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS

There were no significant and material orders passed during FY 25-26 by the Regulators/Courts which would impact the going concern status of the Company and its future operations.

INSOLVENCY AND BANKRUPTCY CODE, 2016

There was no application made nor did the Company receive notice of any proceedings against it as pending under the Insolvency and Bankruptcy Code, 2016 during FY 25-26.

VIGIL MECHANISM/WHISTLE BLOWER POLICY

The Company has an effective vigil mechanism by way of the Business Conduct Concern Reporting Policy (Whistle Blower Policy) for upholding 3M's Code of Conduct. The details of the said Policy are stated in the Corporate Governance Report and also available at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/. During the year, the Company reached out to employees through e-learning modules to create greater awareness with respect to Fair Competition and Anti-Bribery and Corruption. This has helped in achieving a high level of engagement and compliance among the employees.

STATUTORY AUDITOR

The Members of the Company at the 34th Annual General Meeting held on August 26, 2021, re-appointed Messrs. B S R & Co. LLP, Chartered Accountants (Firm Registration No. 101248W/W-100022), as Statutory Auditors of the Company for the second term to hold office till the conclusion of 39th AGM of the Company. As B S R & Co. LLP is completing the permissible tenure in terms of Section

139 of the Act, the Company is required to appoint new Statutory Auditors with effect from the conclusion of forthcoming 39th AGM.

On the recommendation of the Audit Committee, the Board at its meeting held on November 3, 2025, recommended the appointment of Messrs. Price Waterhouse & Co Chartered Accountants LLP, (Firm Registration Number 304026E/ E300009) ('PWC') as Statutory Auditors of the Company for the first term of five (5) consecutive years for approval of Members.

Accordingly, a resolution proposing appointment of PWC as Statutory Auditors of the Company from conclusion of the 39th AGM till the conclusion of the 44th AGM of the Company, forms part of the Notice convening the 39th AGM of the Company.

PWC has consented to act as Statutory Auditors of the Company and confirmed that their aforesaid appointment, if made, would be within the limits specified under Section 141(3)(g) of the Act. They have also confirmed that they are not disqualified to be appointed as Statutory Auditors in terms of provisions of Sections 139(1) and 141(3) of the Act and the Companies (Audit and Auditors) Rules, 2014.

COST AUDIT

Pursuant to Section 148 of the Companies Act, 2013 read with the Companies (Cost Records and Audit) Rules, 2014, the cost audit records maintained by the Company in respect of the products covered under the said rules are required to be audited by a Cost Accountant. Accordingly, the Board of Directors of the Company at its Meeting held on May 22, 2026 on the recommendation of the Audit Committee, approved the re-appointment of Messrs. Rao, Murthy & Associates, Cost Accountants (Firm Registration No. 000065), to conduct the audit of the cost records of the Company for FY 26-27 at a remuneration of ₹ 575,000 (Rupees Five lakhs Seventy-Five Thousand only) plus taxes as applicable and out of pocket expenses at actuals.

The Audit Committee has also received a certificate from the Cost Auditor certifying their independence and arm's length relationship with the Company.

As required under the Companies Act, 2013, the remuneration payable to the Cost Auditor is required to be placed before the Members at the General Meeting for their ratification. Accordingly, a resolution seeking ratification of the remuneration payable to Messrs. Rao, Murthy & Associates, Cost Accountants is included in the Notice convening the Annual General Meeting.

For the financial year ended March 31, 2025, the Cost Audit Report submitted by Messrs. Rao, Murthy & Associates, Cost Accountants, was filed with the Ministry of Corporate Affairs, well within the due/extended date. Messrs. Rao, Murthy & Associates, has confirmed the cost records for the financial year ended March 31, 2025 are free from any disqualifications as specified under Section 141(3) and proviso to Section 148(3) read with Section 141(4) of the Act.

SECRETARIAL AUDIT

Pursuant to the provisions of Section 204 of the Companies Act, 2013 and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Company had appointed Messrs. V Sreedharan & Associates, Company Secretaries in Practice (Firm Registration No. P1985KR14800) to undertake the Secretarial Audit of the Company for FY 25-26. The Report of the Secretarial Audit Report is annexed herewith as "**Annexure I**", which forms part of this report.

The Company had undertaken an audit for FY 25-26 for all applicable compliances as per Listing Regulations and Circulars/ Guidelines issued thereunder. The Annual Secretarial Compliance Report has been submitted to the stock exchanges within 60 days of the end of the financial year.

EXPLANATIONS IN RESPONSE TO AUDITORS' QUALIFICATIONS

During the year under review, there were no qualifications, reservations or adverse remarks made by the Statutory Auditors/ Secretarial Auditor in their respective Reports.

COMPLIANCE WITH SECRETARIAL STANDARDS

During FY 25-26, the Company has complied with the applicable Secretarial Standards issued by the Institute of Company Secretaries of India.

ANNUAL RETURN

Pursuant to the provisions of Section 134(3)(a) and Section 92(3) of the Act read with Rule 12 of the Companies (Management and Administration) Rules, 2014, the draft of the Annual Return in Form MGT 7 of the Company for the financial year ended March 31, 2026 is uploaded on the website of the Company and can be accessed at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/.

DISCLOSURES UNDER THE SEXUAL HARASSMENT OF WOMEN AT THE WORKPLACE (PREVENTION, PROHIBITION & REDRESSAL) ACT, 2013

The Company has a Prevention of Sexual Harassment Policy in line with the requirement of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. The Policy is available on the website of the Company https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/. Internal Complaints Committees (ICC) have been set up to redress complaints received regarding sexual harassment.

Status of Complaints during FY 25-26:

1. Number of complaints of sexual harassment received During FY 25-26: 2
2. Number of complaints disposed off during FY 25-26: 2
3. Number of cases pending at the end of the financial year: 0

4. Number of workshops or awareness programmes carried out: 3
5. Remedial measures taken by the Company:
   - A mandatory interactive virtual training session was conducted for employees on "Sexual Harassment at the Workplace". This session reinforced the understanding of what constitutes sexual harassment, complaint process and behavioral do's and don'ts at the workplace.
   - In-depth capacity building training was conducted for all Internal Committee member Train the Trainer session was conducted for all Internal Committee members. This session equipped participants with the knowledge & resources to conduct general awareness sessions at their respective locations.

HUMAN RESOURCES

During FY 25-26, the Company undertook many initiatives to increase organisational capability and productivity to be value driven and future ready. As on March 31, 2026, the Company had an employee strength of 1,273 personnel.

COMPLIANCE WITH MATERNITY BENEFIT ACT, 1961

The Company has complied with the provisions relating to the Maternity Benefit Act, 1961 for FY 25-26.

ENVIRONMENT, HEALTH AND SAFETY

3M is committed to the safety, health and well-being of its employees. The Company continuously evaluates opportunities to raise safety and health standards, training site leaders and conducting site visits to identify and manage environmental health and safety risks; evaluating compliance with regulatory requirements and 3M policy; and maintaining a global security operation for the protection of facilities and people on 3M sites.

The Company has three (3) manufacturing plants operating in India. All three plants have Environmental Management Systems (EMS) certified to ISO 14001: 2015 standard and ISO 45001:2018 for Occupational Health and Safety Management System.

3M Life Critical Standards

3M Global EHS Standards are the rules that enable every 3Mer, contractor and visitor to be safe. Towards this, Life Critical Standards were launched at all 3M Manufacturing units with three main programs:

a. Procedure Use Standard

b. Permit to Work Standard

c. Lockout/Tagout Standard

1. Journey to Zero

Journey to Zero is embedded into daily operations and decision-making across the organization and promotes the culture of safety. This continued focus reinforces leadership accountability, employee engagement and proactive hazard identification.

Core safety programs supporting the Journey to Zero were driven through priority initiatives, with an emphasis on Machine Guarding, Electrical Safety, Powered Industrial Vehicles, Fire Protection and Prevention, Lock Out and Tag Out (LOTO), Work at Heights, Hearing Protection and Ergonomics.

We believe that these lay the groundwork for sustained improvement and maturity of the Journey to Zero program in 2025 and beyond.

2. Risk Mitigation campaigns

Multiple campaigns were launched in 25-26 to bring focus to areas where hazards and incidents are most frequent. These campaigns focused on increased hazard identification and reduction and stronger awareness in several key topics.

3. EHS for Frontline leaders

This learning program was rolled out for all Supervisors in manufacturing units to strengthen leadership capability and standards to drive elite EHS performance across sites. Delivered through e-learning and on site activities, it reinforced the frontline leader's role in protecting employees, customers and communities.

4. Environmental Health and Safety Policy

A new Environment, Health and Safety Policy was developed and shared across the company. This policy further integrates the company's intent towards safety, health & environmental aspects not only to internal operations but also among the wider communities.

5. Driving EHS Culture Excellence

EHS Quality GEMBA Walks : 3M's EHS Culture excellence programme "See and Act" which follows the concept of FVCC – Field verification of critical controls through EHS GEMBA Walks.

EHS GEMBA walks allow us to build systems that verify the presence of controls and absorb normal worker drift, allowing our people to "fail safely." We use EHS GEMBA walks to ask better questions to the workforce, to better understand the risk and ensure we have proper controls in place to protect our people.

6. EHS Management Standards and Systems

The 3M Environment, Health and Safety Management Standard (EHS-MS) provides the basis to address EHS risks and compliance obligations applicable to all workers within 3M operations.

Technology is important in achieving excellence and EHS is no exception to this. Some of the Systems and tools to enable EHS management programme implementation are:

- Safety Metrics.
- CAMMS portal to track and monitor applicable EHS compliance and legal obligations.
- EHS 360 for documenting, reporting, investigating matters related to workplace incidents.
- Contractor Safety Application to manage contractor work and visitor authorization
- EHS Global Audits on manufacturing plants have been successfully completed.
- Guarding and Prioritization (GAP)tool to provide methods for risk assessment to workers.
- Risk Assessment of Machines (RAM) to assess whether machines need evaluation with respect to the adequacy of controls and need of additional controls.

7. **EHS in R&D Labs**

   3M expanded EHS performance across its R&D Centre and office sites through focused programs, stronger governance and employee engagement. The Journey to Zero campaign remained a central theme and stakeholders were trained on 3M EHS expectations, EHS also supported laboratory infrastructure and capability expansion projects, helping integrate safety into growth initiatives. In addition, collaboration with the 3M Tech Forum enabled the sharing of best practices on global platforms.

8. **Industrial hygiene**

   The Company has placed an industrial hygienist at each site, to work in close collaboration with 3M corporate teams to prioritise health-related issues.

9. The Company sites have placed strong emphasis on noise reduction and hearing conservation through a dedicated campaign. In the first two quarters of implementation, Ahmedabad, Bengaluru and Ranjangaon plants reduced identified noise sources by 25%, 75% and 25%, respectively.

10. **Ergonomics**

    3M's Ergonomics Risk Reduction Process is a comprehensive global programme that identifies and assesses ergonomic risk in industrial and office workspaces. The successful application of ergonomics improves quality and increases production by providing employees with appropriate tools, workstations and working environments.

    Ergonomics risk reduction projects are being taken up in 2026 to reduce risk in our operations.

ENVIRONMENT

The Company follows the Environmental Management programme framework which comprises elements mainly focusing on Air Quality, Water Quality, Land Management and Waste management. All these are tracked through an Environmental target database.

1. **Environment hazard Assessments**

   (EHA) is a tool that applies a standardized risk assessment methodology to understand and evaluate potential emissions from facility processes to air, water, land and waste disposition.

2. **Air Quality Management**

   The purpose is to identify the requirements necessary to minimise the impact to air quality by having right programmes with sufficient resources in place.

3. **Water Quality**

   The Company embraces commitment to water conservation for our operations, following a Global Water Stewardship Standard.

4. **Land Management**

   In order to prevent possible contamination, 3M has deployed programmes like Sewer management, Spill and release prevention, Aqueous Film Forming Foam (AFFF) management etc, across the globe.

5. **Spill Prevention**

   Aligned with 3M's Journey to Zero, the organization is committed to eliminating spills and releases to air, water and land across all operations, materials and severities. This commitment is achieved through strong prevention, disciplined operations and rapid response when issues occur.

6. **Waste management**

   The Company practices waste minimisation whenever practical to reduce the volume and hazards of waste materials generated. All 3M locations are required to manage all waste materials from the time of generation until reused, recycled, treated, or disposed.

   The introduction of a Global Waste Vendor Management System in CAMMS provides a consistent, transparent process for approving and tracking waste vendors. Enhancements focus on simplifying compliance, improving efficiency and reducing costs while maintaining strong environmental protection.

HEALTH AND WELLNESS EFFORTS

During the year, comprehensive occupational health and wellness initiatives were implemented across all sites to promote employee well being, regulatory compliance and preventive healthcare.

Medical surveillance programs were conducted based on job related risk exposure, including pulmonary function tests, vision screening, audiometry, hematological tests and spirometry. Specialized health monitoring such as Noise-Induced Hearing Loss (NIHL) surveillance and heat stress case analysis were carried out.

Targeted health awareness and training programs were delivered through shopfloor sessions and campaigns aligned with key observance days such as World Hearing Day, World Heart Day, World Health Day, Women's Day, World Diabetes Day, No Tobacco Day and National Safety Month.

These sessions included live demonstrations on first aid, ergonomics, hearing conservation, women's wellness, BMI management, seasonal illness prevention and comorbidity awareness.

Emergency preparedness was strengthened through certified First Aid, CPR and emergency response training for first responders, maintenance teams, ambulance drivers, security personnel and contract workforce, including Red Cross–certified programs.

3M India achieved the Silver Level at the 2025 Arogya World Healthy Workplace Awards, reflecting the organization's sustained commitment to employee health and wellness.

OTHER DISCLOSURES

During the financial year under review, the Company:

1. has not bought its own Shares nor has it given any loan to the employees (including KMPs) of the Company for purchase of the Company's Shares.
2. has not issued any Shares to trustees for the benefit of employees.
3. there was no revision in the Financial Statements.

AWARDS AND RECOGNITION

The 3M brand is globally recognised for innovation, quality and trust. Over the years, The Company has received several accolades and recognition, highlighting the trust it commands. Here are a few recognitions received in FY 25-26:

- The Company was given an Award for Overall Performance from its Customer for the year 2025.
- The Company received Zero PPM award from Toyota Kirloska Motors, for defect free supplies for the FY 24-25. This is the 6th consecutive award since 2019.
- The Company was recognized by local government offices as CSR Champions of Change Award in the Environmental Protection and Conservation category. This was for our work in the area of water management and solar electrification in Shirur Taluka.
- BSES in Delhi recognised 3M as "Innovation Partner of the Year".
- The Company received the Atmanirbhar Excellence Award from its customer at their Annual Supplier Conference, for Absorber Localisation.
- The Company was recognized by BW BusinessWorld's Top 40 Most Sustainable Companies, based on FY 24–25 Business Responsibility and Sustainability Report (BRSR) disclosures.

Over the year, the Company employees received internal accolades for excellence in sales, marketing, technical and support functions, winning recognition from 3M Company, as well as Business and Area level awards.

ACKNOWLEDGEMENT

Your Directors thank and acknowledge with gratitude the co-operation, assistance and support received from the Central Government, State Governments of Karnataka, Maharashtra and Gujarat, Bankers, Shareholders, Dealers, Vendors, Promoters of the Company and all other Stakeholders.

The Directors also wish to place on record their sincere appreciation and gratitude towards the contribution made by every employee.

On behalf of the Board of Directors

Aseem Joshi	**Jayanand Kaginalkar**
Managing Director	Whole-time Director
DIN: 07504624	DIN: 07904558

Place: Bengaluru
Date: May 22, 2026

ANNEXURE 'A' TO THE REPORT OF THE BOARD OF DIRECTORS

Management Discussion and Analysis Report

Cautionary Statement:

Members and Investors are cautioned that the discussion in this section of the Annual Report may contain statements that involve risks and uncertainties. Forward-looking statements mentioned may involve risks and uncertainties that could cause results to differ materially from those projected. Consequently, actual results, performance or achievements could thus differ materially from those projected in any such forward looking statements. The Company cannot guarantee that these assumptions and expectations are accurate or will be realised. The Company assumes no obligations, assumptions and expectations of future events and trends that are subject to risks and uncertainties. Actual future results and trends may differ materially from historical results or those reflected in any such forward- looking statements depending on a variety of factors.

THE COMPANY

The Company is the flagship listed Company of 3M Company, USA in India. 3M Company, USA is a diversified technology and science company with a global presence in the following businesses: Safety and Industrial; Transportation & Electronics; and Consumer and is among the leading manufacturers of products for many of the markets it serves. Most of its products involve expertise in technology, product development, manufacturing and marketing and are subject to competition from products manufactured and sold by other technologically oriented companies.

The Company has manufacturing facilities in India at Ahmedabad, Bengaluru and Pune. Its Corporate Office and Customer Innovation Center (R&D Center) are located at Bengaluru. As on March 31, 2026, the Company had an employee strength of 1,273 personnel. As on December 31, 2025, the Company was ranked 243 (PY as on December 31, 2024: 222) based on Market Capitalisation @ ₹ 35,78,220 lakhs (PY as on December 31, 2024: ₹ 39,34,290 lakhs) and is among the top 500 Companies based on Market Capitalisation (Source: NSE). The Company manages its operations in four (4) operating business segments: Safety and Industrial; Transportation & Electronics; Consumer and Health Care. The Company's four business segments bring together common or related 3M technologies, enhancing the development of innovative products and services and providing for efficient sharing of business resources.

3M products are sold through numerous distribution channels, including directly to users and through numerous e-commerce and traditional wholesalers, retailers, jobbers, distributors and dealers in a wide variety of trades. Management believes that the confidence of wholesalers, retailers, jobbers, distributors and dealers of 3M and its products – a confidence developed through long association with skilled marketing and sales representatives – has contributed significantly to 3M's position in the marketplace and to its growth.

The Company is committed to creating long-term value to shareholders. Accordingly, the Company is dedicated to achieving high levels of operating performance, cost competitiveness, enhancing the productive asset and resource base and striving for excellence in all areas of operation. The Company firmly believes that its success in the marketplace and good reputation are important determinants of shareholder value. Its close relationship with customers and a deep understanding of their needs drive the development of new products and services. Anticipating customer requirements early and being able to address them effectively requires a strong commercial backbone. The Company continues to develop this strength by institutionalising sound commercial processes and building world-class commercial capabilities across its marketing and sales teams. The Company uses different innovative approaches in the development of its products and services, as well as execution of growth opportunities. The Company is also committed to creating value for all its stakeholders by ensuring that its corporate actions positively impact all the dimensions of sustainable development viz., economic, social and environment.

GLOBAL ECONOMIC OVERVIEW

The global economy is expected to maintain a steady, albeit moderate, growth trajectory over the medium term, supported by infrastructure investments, technological advancements and calibrated policy support across major economies. According to the International Monetary Fund's April 2026 World Economic Outlook, global GDP growth is projected at 3.1% in 2026, with a marginal improvement to 3.2% in 2027, reflecting stable yet below-historical-trend expansion amid an evolving macroeconomic environment.

The global growth landscape, however, is becoming increasingly uneven. Advanced economies are witnessing a gradual moderation in economic activity as the prolonged effects of tighter monetary policies continue to impact consumption, investments and industrial output. In contrast, emerging and developing economies are expected to remain the primary contributors to incremental global growth, supported by resilient domestic demand, sustained infrastructure spending, expanding manufacturing activity and improving economic fundamentals, despite intermittent volatility arising from capital flows and currency fluctuations. Simultaneously, increasing geoeconomic fragmentation is reshaping global trade and investment patterns, prompting businesses worldwide to realign supply chains with a sharper focus on resilience, diversification and operational continuity alongside cost optimisation.

Geopolitical tensions, particularly across energy-sensitive regions, have further heightened commodity market volatility, resulting in periodic supply disruptions and elevated input costs. Global inflation is projected to rise to 4.4% in 2026 before moderating to 3.7% in 2027, reflecting short-term supply-side pressures followed by gradual stabilisation. Consequently, monetary conditions are expected to remain relatively tight, with interest rates staying elevated across major economies, thereby impacting liquidity conditions and increasing the overall cost of capital. These factors continue to create a complex and dynamic operating environment for businesses globally.

Despite near-term uncertainties, the structural drivers of global growth remain firmly intact. Continued investments in infrastructure, digitalisation, automation, advanced manufacturing and energy transition are expected to support productivity gains and shape the next phase of global economic expansion. Emerging economies, particularly across Asia, are likely to retain a pivotal role in driving global growth, supported by rapid urbanisation, rising consumer demand, expanding industrial capabilities and increasing integration into global value chains. Looking ahead, the global economy is expected to witness moderate but stable growth, underpinned by policy support and technological progress, while businesses increasingly prioritise resilience, operational agility, efficiency and long-term partnerships to navigate an evolving and uncertain global landscape.

INDIA ECONOMIC OVERVIEW

India's economy continued to demonstrate remarkable resilience during the year, supported by healthy domestic demand, sustained government-led investments and improving industrial activity. The country retained its position as one of the world's fastest-growing major economies, with real GDP estimated to grow by 7.6% in FY 25–26, reflecting continued strength in both consumption-driven and investment-led expansion.

India's growth momentum remained anchored in a well-balanced demand structure, with Private Final Consumption Expenditure (PFCE) contributing over 60% of GDP and continuing to serve as the principal engine of economic growth. Rising disposable incomes, rapid urbanisation, improving access to credit and accelerating digital adoption have further strengthened domestic consumption patterns, enabling broad-based growth across sectors. At the same time, macroeconomic stability remained largely intact, with inflation broadly contained within the Reserve Bank of India's target range, supported by relatively stable commodity prices and calibrated policy interventions that helped sustain economic momentum amid global uncertainties.

The external sector also demonstrated resilience despite ongoing volatility in global trade and geopolitical developments. Exports remained steady across diversified sectors, while imports continued to reflect strong domestic demand for capital goods, intermediate products and energy resources, signalling sustained industrial and manufacturing expansion. Investments remained a key growth driver, supported by continued public capital expenditure and a gradual revival in private sector investments, leading to capacity creation across infrastructure, manufacturing, logistics and allied sectors. Industrial activity remained robust, aided by policy initiatives such as the Production Linked Incentive (PLI) Scheme, rising capacity utilisation, increasing formalisation of the economy and improving supply-side efficiencies.

Looking ahead, India's economic outlook remains constructive and well-supported by resilient consumption trends, continued infrastructure investments and strengthening industrial momentum. Ongoing policy reforms, investments in logistics and digital infrastructure and global supply chain diversification trends are expected to further accelerate investments and deepen India's integration into global value chains. While external risks such as geopolitical uncertainties, commodity price volatility and global trade disruptions may continue to pose intermittent challenges, India's strong macroeconomic fundamentals and prudent policymaking are expected to provide a solid foundation for sustained, inclusive and long-term economic growth.

FINANCIAL RESULTS OF THE OPERATIONS OF THE COMPANY

The Company's revenue from operations increased by 14.49% at ₹ 5,089.76 crores for the financial year ended March 31, 2026 compared to ₹ 4,445.56 crores in the previous financial year. The Profit Before Interest and Depreciation and Exceptional Item is ₹ 1,034.50 crores compared to ₹ 839.87 crores for the previous financial year. Profit Before Tax and Exceptional Item is ₹ 928.36 crores compared to ₹ 773.41 crores for the previous financial year. Profit Before Tax is ₹ 894.03 crores compared to ₹ 773.41 crores for the previous financial year. The operating margin for the current year is 20.13% compared to 18.60% for the previous financial year. Total Comprehensive Income is ₹ 522.07 crores compared to ₹ 471.25 crores for the previous financial year. Export Sales is ₹ 50.37 crores for the financial year ended March 31, 2026 compared to ₹ 23.79 crores in the previous financial year, an increase of 111.73% due to higher demand in the global market.

Other Income:

The other income is ₹ 48.74 crores for FY 25-26 compared to ₹ 70.26 crores for the previous FY 24-25.

Cost of Goods sold:

The % of cost of raw material consumed as against sales for FY 25-26 is lower by 1.58% at 57.09% as against 58.67% for the previous FY 24-25, due to product mix.

Employee Benefits Expense:

Employee cost as a % of sales for FY 25-26 stood at 9.37% (previous financial year was 9.69%) at ₹ 481.72 crores (previous financial year: ₹ 437.79 crores). Sales per employee has increased by 8.43% to ₹ 4.04 crores (number of employees 1,273) in the current FY 25- 26 from ₹ 3.72 crores (number of employees 1,213) for the previous FY 24-25.

Finance Cost:

The interest cost for FY 25-26 is ₹ 43.50 crores compared to ₹ 11.17 crores in the previous FY 24-25. The interest cost is on account of lease rentals of vehicles, office equipment and real estate and interest on tax matters.

Interest earned:

The Company earned ₹ 45.75 crores on the surplus during FY 25-26 when compared to ₹ 61.87 crores during FY 24-25 by keeping the funds in deposits with the Banks.

Earnings per Share (EPS):

The EPS (Basic and Diluted) of the Company for FY 25-26 was ₹ 463.66 per Share as compared to ₹ 422.60 per Share in the previous FY 24-25, an increase of 9.72%.

Share Capital:

The Authorised Capital as on March 31, 2026 is ₹ 117,650,700 (divided into 1,17,65,070 Equity Shares of ₹ 10 each). The Issued/Subscribed and Paid-up Capital as on March 31, 2026 is ₹ 112,650,700 (divided into 1,12,65,070 Equity Shares of ₹ 10 each). During the year under review, the Company has not issued Shares with differential voting rights nor granted Stock Options nor Sweat Equity.

Reserves & Surplus:

₹ 522.07 crores is retained in profit and loss account for the year ended March 31, 2026. The Reserves & Surplus is ₹ 1,756.88 crores including the current financial year retained profit.

Shareholders' Fund:

The total shareholders' funds decreased to ₹ 1,768.15 crores as at March 31, 2026 from ₹ 1,846.50 crores as of the previous FY 24-25, representing a decrease of 4.24% mainly because of payment of dividend offset by profits for the year.

Depreciation:

The depreciation charge for the current financial year is higher at ₹ 62.64 crores when compared to ₹ 55.29 crores of previous FY 24-25.

Fixed Assets-Capital Expenditure:

The gross Fixed Assets as at March 31, 2026 was ₹ 696.11 crores as compared to ₹ 659.96 crores of previous FY 24-25. Capital Investments during FY 25-26 were at ₹58.33 crores (Net of capital work-in-progress and capital advances) (FY 24-25: ₹ 55.42 crores) an increase of 5.25% year on year.

Inventories:

Inventory as at March 31, 2026 amounted to ₹ 822.96 crores as compared to ₹ 648.24 crores of previous FY 24-25. The inventory ratio has decreased to 92 days as at March 31, 2026 from 81 days of previous FY 24-25.

Trade Receivables:

Trade Receivables as at March 31, 2026 amounted to ₹ 838.60 crores as against ₹ 790.27 crores of previous FY 24-25. The debtor's turnover ratio is 59 days (previous financial year: 62 days).

Cash and Bank balances:

The total balance of cash and bank balances as at March 31, 2026 was ₹ 812.14 crores as compared to ₹ 932.78 crores as at March 31, 2025.

Key Financial Ratios:

During the year, the significant changes in the financial ratios of the Company, which are more than 25% as compared to the previous year are summarised below:

Particulars		March 31, 2026	March 31, 2025	% Change	Reasons for Variance
1	Debtors Turnover (Days)	59	62	-4.84%	
2	Inventory Turnover (Days)	92	81	13.58%	
3	Interest Coverage Ratio	22.34	70.21	-68.18%	Interest on tax matters
4	Current Ratio	2.18	2.34	-6.84%	
5	Debt Equity Ratio	0.10	0.05	78.11%	Increase in lease liabilities
6	Operating Profit Margin (%)	20.13	18.60	8.23%	
7	Net Profit Margin (%)	10.16	10.54	-3.61%	
8	Return on Net Worth (%)	29.54	25.78	14.58%	

Overall analysis of the Profit and Loss:

Particulars	Year Ended March 31, 2026		Year Ended March 31, 2025[1]	
	₹ in crores	%	₹ in crores	%
Revenue from operations	5,089.76	99.05%	4,445.56	98.44%
Other income, net	48.74	0.95%	70.26	1.56%
Total Revenue	**5,138.50**	**100.00%**	**4,515.82**	**100.00%**
Cost of Materials consumed	1,790.68	34.85%	1,708.07	37.82%
Purchases of stock-in-trade	1,224.41	23.83%	1,012.73	22.43%
Changes in inventories of finished goods, work-in-progress and stock-in –trade	(81.77)	-1.59%	(71.39)	-1.58%
Employee benefits expense	481.72	9.37%	437.79	9.69%
Other Expenses	688.96	13.41%	588.75	13.04%
Profit before Finance costs and Depreciation	**1,034.50**	**20.13%**	**839.87**	**18.60%**
Finance Costs	43.50	0.85%	11.17	0.25%
Depreciation and amortisation expense	62.64	1.22%	55.29	1.22%
Total Expenditure	**4,210.14**	**81.93%**	**3,742.41**	**82.87%**
Exceptional items	34.33	0.67%	0	0
Profit Before Tax	**894.03**	**17.40%**	**773.41**	**17.13%**
Tax	371.71	7.23%	297.34	6.58%
Profit for the year	**522.32**	**10.16%**	**476.07**	**10.54%**
Items that will not be reclassified subsequently to profit or loss	(0.25)	0.00%	(4.82)	-0.11%
Total comprehensive income for the year	**522.07**	**10.16%**	**471.25**	**10.44%**

1. The financial year ending March 31, 2025, reflects merged financials following the amalgamation of 3M Electro & Communication India Private Limited (a wholly owned subsidiary) with 3M India Limited.

SEGMENT-WISE PERFORMANCE:

The Safety and Industrial business increased by 16.00%; Transportation and Electronics business increased by 10.08%; Health Care business increased by 17.49%; and Consumer business increased by 15.57%.

1. **Safety and Industrial Business:**

This business segment serves the core industrial, electrical, vehicle maintenance and safety markets and offers a range of solutions including personal safety products, industrial adhesives and tapes, abrasives, electrical products and products for the automotive aftermarket.

(₹ in crores)

		March 31, 2026	March 31, 2025
Financial Highlights	Segment Revenue	1,640.04	1,413.87
	Profit Before Interest & Tax	257.57	146.72
	Capital Employed	380.87	323.57

Highlights of Safety and Industrial Business	• **Abrasive System**: The Company continued to strengthen its focus on delivering productivity enhancement solutions across key segments, including Automotive, Electronics and Metal Fabrication. Reinforcing its commitment to improving operational efficiency, the Company collaborated closely with end customers to customize engineered abrasive solutions tailored to meet specific requirements, particularly in automation and robotic applications. • **Electrical Products**: The Company prioritized the timely execution of pipe coating projects while expanding its presence in cable accessories across conventional energy public utilities, as well as the solar and wind energy segments. The year also marked the Company's entry into the general-use electrical vinyl tapes category through the electrical trade channel, further broadening its product portfolio and market reach. • **Automotive Aftermarket**: The Company expanded its geographic footprint, enabling a wider base of car owners to access 3M's innovative solutions. The launch of the 3M Graphene Coating received an encouraging response, reflecting strong customer acceptance. In addition, the Company continued to enhance customer engagement and service quality through its expanding network of 3M Car Care Studios. • **Industrial Adhesives & Tapes**: The Company maintained its focus on developing new applications across a diverse range of industries, including Electronics, Automotive OEMs and Aerospace. During the year, it successfully scaled multiple global product launches in the Indian market, reinforcing its innovation-driven growth strategy. • **Personal Safety Division**: The Company continued to ensure worker safety across key market segments like Heavy Machinery, Transportation & Pharma/Chemicals. The increasing regulations for worker safety at heights amplified the demand for 3M's expertise led solutions for Horizontal & Vertical Lifeline systems (Fall Protection).

2. Transportation and Electronics Business:

This business segment serves global transportation and electronic original equipment manufacturers (OEM) with products for automotive and aerospace, commercial solutions, advanced materials and solutions for transportation safety.

(₹ in crores)

		March 31, 2026	March 31, 2025
Financial Highlights	Segment Revenue	1,845.54	1,676.55
	Profit Before Interest & Tax	347.79	300.92
	Capital Employed	522.61	448.12
Highlights of Transportation and Electronics Business	• The Government of India continues to prioritise infrastructure investment with a 9% YoY increase in the capex allotment in this year's the union budget. This significant allocation is expected to create robust growth opportunities for 3M India's transportation safety and commercial branding portfolios. • Passenger vehicle production grew 6-7% outpacing the industry average with premium vehicle sales rising 15% that helped drive strong demand across automotive, fleet and premium segments. Commercial vehicle production increased by ~8% , driven by growth of infrastructure and logistics demand supporting growth across the automotive value chain. • The past year saw a ~10-15% increase in investment by GCCs, hospitality and retail sectors in commercial spaces- a large part of which was in Tier 2 cities, driving demand for cutting- edge branding and design solutions. • Electronics manufacturing grew 12-20% in the year ~1.5X-2X faster than in the previous year. However, localization initiatives face challenges such as supply chain bottlenecks and skill gaps, which are slowing the adoption of local sourcing. • Semiconductor manufacturing investments demonstrated robust growth, driven by government incentives. Challenges such as high capital costs and talent shortages are delaying facility ramp-ups, creating medium -to long-term opportunities with near term execution hurdles.		

3. **Consumer Business:**

This business segment serves consumers with home care, office supply and stationery, home improvement and consumer healthcare products.

(₹ in crores)

		March 31, 2026	March 31, 2025
Financial Highlights	Segment Revenue	537.24	464.86
	Profit Before Interest & Tax	94.11	82.33
	Capital Employed	83.61	67.86
Highlights of Consumer Business	• Launch of new products in categories of broom and home improvement product. Also launched international product range on E-comm. • Increased penetration of scouring products with increase in distribution reach. • Sales of all products grew – Home Care, Stationery and Home Improvement. Further, witnessed growth in all 3 channels – General trade, Modern trade and E-comm.		

4. **Healthcare Business:**

This segment provides products and services such as medical and surgical supplies, oral care solutions (dental and orthodontic products). The segment also serves Industrial & Life sciences customers for their filtration needs. Effective April 1, 2024, the Company is an exclusive Licensed Manufacturer and Reseller as well as an Independent Distributor, for most of Solventum Corporation's healthcare products in India.

(₹ in crores)

		March 31, 2026	March 31, 2025
Financial Highlights	Segment Revenue	1,016.58	865.22
	Profit Before Interest & Tax	209.82	174.67
	Capital Employed	168.01	162.13
Highlights of Healthcare Business	• The hospital-facing business continued to grow, supported by an increase in elective surgeries as well as expanded coverage across key cities in India. The filtration product portfolio also grew driven by increased demand from Industrial and Life Sciences customers. • The Company continued its role as a technical partner to professional bodies such as CAHO (Consortium of Accredited Healthcare Organizations), INS (Infusion Nurses Society), IDA (India Dental Association) and AORN (Association of Perioperative Registered Nurses), contributing to the advancement of medical practices in hospital settings and dental clinics. Greater adoption of and adherence to, guidelines and protocols established by these professional bodies supported improvement of clinical practices and benchmark against the global healthcare providers. • Improved understanding of these guidelines and protocols among the clinical and sales teams enabled healthcare facilities and dental clinics to adopt best practices more effectively, thereby supporting increased adoption of appropriate healthcare solutions.		

OPPORTUNITIES AND THREATS

3M Company's wide range of technologies, diversified product portfolio and strong global brand continue to support 3M India in strengthening its market position.

Operating in a highly competitive market environment, the Company continues to face pressure on both growth and profitability. Its products require deep expertise in product development, manufacturing and marketing, while competing with technologically advanced domestic and international players. Additionally, challenges such as rupee depreciation, geopolitical uncertainties and volatility in oil and commodity prices continue to require focused attention and proactive management.

RISKS AND CONCERNS

Provided below are cautionary statements outlining what the Company believes to be the most significant risk factors applicable to its business:

- The Company's results are influenced by competitive market conditions and evolving customer preferences.
- Foreign currency exchange rate fluctuations may impact the Company's ability to achieve projected growth in sales and earnings.
- The Company's growth objectives are significantly dependent on the timing and market acceptance of new product offerings, including its ability to continuously strengthen its innovation pipeline and successfully commercialise new products.
- The Company's future results may be affected by fluctuations in the cost and availability of purchased components, compounds, raw materials and energy sources, including oil, natural gas and their derivatives, arising from shortages, increased demand, supply disruptions, currency exchange risks, natural disasters, global pandemics and other external factors.

- Security breaches and disruptions to the Company's information technology infrastructure could adversely affect operations, compromise sensitive information relating to the Company or its customers, suppliers and employees and expose the Company to liabilities that may impact its business and reputation.
- The Company's strategy for growth, future revenues, earnings, cash flows, capital allocation and overall market position may be impacted by changing business and economic conditions.
- The Company's future performance may also be affected by operational execution risks, including the possibility of achieving lower productivity improvements than anticipated.
- Asset impairments may adversely affect the Company's financial performance and position.

INTERNAL CONTROL SYSTEMS AND THEIR ADEQUACY

All key functions and divisions of the Company are independently responsible for monitoring risks associated with their respective areas of operations such as production, supply chain, marketing, finance, accounting, treasury, legal and other areas like health, safety and environment. The Company has identified various risks through an internal self-assessment compliance checklist and has laid out necessary procedures to mitigate the same.

The Company has in place adequate systems of internal control commensurate with its size and the nature of its operations. These have been designed to provide reasonable assurance with regard to recording and providing reliable financial and operational information, complying with applicable statutes, safeguarding assets from unauthorised use or losses, executing transactions with proper authorisation and ensuring compliance with corporate policies. The Company, through its own Corporate Internal Audit Department, carries out periodic audits to cover all the offices, factories and key areas of business segments based on the plan approved by the Audit Committee and bring out any deviation to internal control procedures. The Internal Auditor functionally reports to the Audit Committee and administratively to the Managing Director. The observations arising out of the audit are periodically reviewed and compliance is ensured. The summary of the Internal Audit observations and status of the implementation is submitted to the Audit Committee of the Board of Directors. The status of implementation of the recommendations is reviewed by the Committee on a regular basis and concerns, if any, are reported to the Board.

DEVELOPMENTS IN HUMAN RESOURCES/ INDUSTRIAL RELATIONS

At 3M India, our approach to Human Resources is anchored in a simple yet powerful belief: our people are central to our success. During FY 25–26, we continued to strengthen our people practices through initiatives that balance employee well-being, capability building and engagement with the evolving needs of our business.

Learning and Development:

The Company made significant progress in advancing leadership and capability development across the organisation. In partnership with our Global Learning team, the Company rolled out structured leadership development initiatives, including the New Leader Development Programme and Experienced Leader Development Programme, enabling leaders in India to strengthen their effectiveness and drive business outcomes.

The Company further deepened adoption of 3M Learn, our global, digital learning platform, which empowers employees with personalised, self-paced learning pathways. This has reinforced a culture of continuous learning, enabling individuals to take ownership of their development in alignment with both career aspirations and organisational priorities.

Recognising the critical role of commercial excellence in our growth, we placed strong emphasis on Sales Capability Building. Foundational learning programmes were delivered to all sales employees, complemented by advanced capability-building for Sales Managers. These initiatives have played a key role in enhancing sales effectiveness and strengthening our market competitiveness.

Human Resource Business Partnering/Total Rewards/ Employee Engagement:

The Company's Human Resource team continued to partner closely with the business to create a workplace that fosters inclusion, engagement and high performance.

Employee engagement remained a priority, with initiatives such as Family Day and Sports Day events organised through employee-led clubs, strengthening community and belonging. Importantly, we extended our focus to our manufacturing workforce, ensuring equitable development opportunities through targeted technical and soft skills training across all plants.

The Company sustained a strong focus on creating a positive employee experience from the point of entry into the organisation. Our structured onboarding journey, including the Feel@Home programme and immersive experiences at the 3M Innovation Centre and Bengaluru Plant, enables new employees to quickly integrate, experience our culture and contribute effectively.

During the year, the Company also supported a structured Return-to-Work (RTW) transition, encouraging employees to come back to the workplace to enhance collaboration and innovation. The Company's HR team worked closely with leaders and employees to ensure a smooth and inclusive transition through clear policies and active change management.

The Company's quarterly Connections Forums, led by the Managing Director, continued to serve as an important platform for transparent communication, bringing employees together across locations, strengthening alignment with business priorities and reinforcing a shared sense of purpose.

Employee Relations:

The Company continued to maintain harmonious and constructive industrial relations across all manufacturing locations. The Company focus remained on building a participative and empowered work environment.

The expansion of self-managed teams across sites has strengthened ownership and accountability at the shop-floor level, while also fostering innovation and problem-solving. These efforts are reinforced through structured forums and recognition platforms that celebrate employee contributions.

The Company engaged plant-based employees through a range of initiatives, including kaizen events, safety and quality education programmes and employee-led committees that also involve family members – reflecting our belief in engaging the extended employee ecosystem.

Additional efforts included:

- Increased participation of plant employees in CSR initiatives, strengthening community connect and purpose.
- Outreach by the Women's Leadership Forum in Manufacturing to promote careers in STEM and manufacturing, supporting long-term talent pipelines.
- Continued focus on employee-led clubs and activities that promote well-being, collaboration and a strong organisational culture.

On behalf of the Board of Directors

Aseem Joshi	**Jayanand Kaginalkar**
Managing Director	Whole-time Director
DIN: 07504624	DIN: 07904558

Place: Bengaluru
Date: May 22, 2026

ANNEXURE 'B' TO THE REPORT OF THE BOARD OF DIRECTORS

Report on Corporate Governance

THE COMPANY'S GOVERNANCE PHILOSOPHY

3M's Corporate Governance principles govern how the Company carries on its business daily, enabling the Company to outperform and lead the way to sustainable growth. The governance principles provide a framework that defines the roles, rights and responsibilities of different groups within the organisation.

The Board of Directors oversees the Executive Directors and Senior Management (viz., the Leadership Team) including Key Managerial Personnel and ensures that appropriate procedures and controls are in place covering the management's activities in operating the Company on ethical grounds on a day-to-day basis. The Company has adhered to all the applicable SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('the Listing Regulations') for the financial year ended March 31, 2026.

BOARD OF DIRECTORS

Composition:

As at the financial year ended March 31, 2026, the Board comprised of Three (3) Independent Directors, Two (2) Executive Directors and Two (2) Non-Executive Non-Independent Directors. The Board of Directors of the Company is headed by a Non-Executive and Independent Director.

As at the financial year ended March 31, 2026, the Board of Directors of the Company had an optimum combination of Executive and Non-Executive Directors including Three (3) Women Directors and not less than Fifty percent (50%) of the Board of Directors comprises Non-Executive Directors and the composition is in conformity with the provisions of the Companies Act, 2013 and the Listing Regulations. None of the Directors of the Company is related to each other and with any employees of the Company.

The Board of Directors confirm that all the Independent Directors of the Company fulfill the conditions specified under the Listing Regulations and are Independent of the Management of the Company.

All the Directors have confirmed that they are neither debarred nor disqualified from being appointed or continuing as Director by Securities and Exchange Board of India / The Ministry of Corporate Affairs or any such statutory authority. The Company has obtained a Certificate to this effect from Mr. Vijayakrishna K.T., Practising Company Secretary, Bengaluru as mandated under Schedule V, Para C, Clause 10(i) of the Listing Regulations.

Skills / Expertise/Competencies of the Board of Directors:

The present Directors of the Board have vast and varied experience and possess professional background and experience in General Management of Business, Industry, Marketing, Finance, Taxation, Human Resource, Supply Chain and Law. Following is the gist of skills / expertise / competencies identified by the Board of Directors.

- Knowledge on the Company's businesses, policies and culture, risks / threats and opportunities and knowledge of the industry in which the Company operates.
- Behavioral skills - attributes and competencies to use their knowledge, professional skills to contribute effectively to the growth of the Company.
- Business Strategy, Sales & Marketing, Corporate Governance, Forex Management, Securities Market, Administration and Decision Making.
- Banking, Financial, Taxation, Mergers and Acquisitions, Law and Management skills.

Brief Profile of the Directors as on March 31, 2026:

Ms. Radhika Rajan

(Chairperson, Independent Director)

Ms. Radhika Rajan (70 years) was appointed as an Independent Director of the Company for a period of Five (5) years with effect from May 27, 2016. She was re-appointed by Members as Independent Director of the Company for a second term of Five (5) years with effect from May 27, 2021. She was appointed as Chairperson of the Board with effect from March 26, 2025. Ms. Radhika is Executive Vice President at DSP Investment Pvt Ltd., the Family Office of Hemendra Kothari in Mumbai, India. She manages the investments of this Family office and has been with the group since July 2011. Her special focus is Private Equity and Venture investments. Ms. Radhika is a results-focused financial-market professional with over 40 years of profit-responsible experience in New York till 2011 and the last 14 years in Mumbai, India, with DSP. Ms. Radhika has focused on India as an investment destination since 1999, when she made a brief foray into IT and was appointed as the New York based Executive Vice-President of Mphasis, a US based IT services start-up, which is now a leading listed Indian IT services company. Post Mphasis, she joined the TCG Group in New York to set up an Indian Equities Hedge Fund and advising TCG and several other private equity groups on US start-ups and proposed investments in the US-India corridor. Prior to 1999, Ms. Radhika worked as a global-macro proprietary trader at different large financial institutions like JP Morgan (formerly Chemical Bank), Itochu, UBS, Bank of America and Bank of Montreal. As a global macro trader, she traded and took proprietary positions in a range of currencies, in interest rate and commodity futures and in derivatives, with a focus on emerging markets.

Ms. Radhika Rajan holds Master's in Science degree from the Indian Institute of Technology, Mumbai and also holds an MBA degree from, the Indian Institute of Management Ahmedabad. She was a National Science Talent Scholar through her college years.

Previously she served as an Independent Director of Tata Advanced Systems Limited, Tata Sikorsky Aerospace, Sonata Information Technology Ltd, Tata Lockheed Martin, Nova Integrated, Digital media start-up and TAS-AGT Systems.

Ms. Radhika Rajan was an invited contributing author of "The Global Internet Economy," a book published by MIT Press in 2003. She is a Charter Member of TIE Tristate, the New York based chapter of TIE, a global association of entrepreneurs active in accelerating the globalisation of Indian business.

Ms. Radhika Rajan retires from the Board as Independent Director of the Company and as a Chairperson of the Board upon completion of her second term of 5 (five) years on May 26, 2026.

Expertise in Specific Functional Areas	General Management of Business, Forex Management, Securities Market
List of Directorships held in other companies (excluding foreign, private and section 8 companies) as on March 31, 2026	• Exide Industries Limited • Bayer CropScience Limited

Mr. N. V. Sivakumar

(Independent Director)

Mr. N. V. Sivakumar (63 years) was appointed as an Independent Director of the Company for a period of Five (5) years with effect from July 15, 2024. Mr. N. V. Sivakumar is an institution builder and a trusted business adviser, he has been with PricewaterhouseCoopers Private Limited for over 22 years assuming varied roles within the Advisory Line of Service (2001-2023) serving a diverse set of domestic and international clients. Prior to that he was with Lovelock and Lewes, Chartered Accountants (1982 - 2001) rendering audit and advisory services to varied clients. He retired from PricewaterhouseCoopers Private Limited on March 31, 2023.

In his role as Entrepreneurial and Private Business Leader at PricewaterhouseCoopers Private Limited, Mr. N. V. Sivakumar has extensively worked with family businesses, advising them on ownership issues (governance, succession planning and structuring) and business issues (strategy and business transformation, deals and growth, risk and regulation, talent and profitability). He played an active role in the roll out of the PwC global thought leadership studies (Family Business Survey and NextGen Survey) and also actively engaged with CII-FBN in their annual Family Business and NextGen conventions.

As a Global Client Partner on large accounts, Mr. N. V. Sivakumar spearheaded the engagement with the clients at the promoter/ board / senior executive level and ensured that advisory services were seamlessly delivered. With his functional expertise in Mergers and Acquisitions, Mr. N. V. Sivakumar led the Deals practice at PricewaterhouseCoopers Private Limited for four years overseeing rendering of deals strategy, corporate finance, valuation and transaction advisory services for clients in India and Overseas.

Mr. N. V. Sivakumar holds a Bachelor's degree in Commerce and is qualified Chartered Accountant and a fellow member of the Institute of Chartered Accountants of India.

Expertise in Specific Functional Areas	Finance, Tax, Mergers and Acquisitions, General Management of Business
List of Directorships held in other companies (excluding foreign, private and section 8 companies) as on March 31, 2026	• Kennametal India Limited • Schaeffler India Limited • Computer Age Management Services Limited • ACKO Life Insurance Limited

Mr. M. D. Ranganath

(Independent Director)

Mr. M. D. Ranganath (64 years) was appointed as an Independent Director of the Company for a period of Five (5) years with effect from February 2, 2026. Mr. M. D. Ranganath has over 34 years of leadership experience across global IT services and financial services.

He is Chairman of Catamaran Ventures, which manages assets spanning private equity, public markets and fixed income. Mr. M. D. Ranganath served as Chief Financial Officer of Infosys Ltd until November 2018. During his two-decade long tenure at Infosys, he played an integral part in the company's growth and transformation, leading diverse functions including Strategy, Finance, M&A, Consulting, Risk Management and Corporate Planning.

He worked closely with the Board of Infosys and its Committees in formulating and executing its strategic priorities. As CFO, he played a key role in formulating and executing the industry leading capital allocation policy of Infosys that significantly enhanced shareholder returns. He was twice recognized as Best CFO Asia – Technology Sector by Institutional Investor magazine (2017, 2018), based on votes from global buy-side and sell-side professionals.

Prior to Infosys, Mr. M. D. Ranganath worked at ICICI Ltd and executed leadership responsibilities in corporate credit, treasury, equity portfolio management and corporate planning.

Mr. M. D. Ranganath is an independent director on the boards of HDFC Bank, HDFC Pension Fund Management Ltd, Women's World Banking and is a member of governing board IIM, Bengaluru. He chairs the Audit Committee of HDFC Bank. As a board member, he brings deep expertise in finance, audit, governance, risk management and information technology. He is a member of CII Corporate Governance Council and GIFT City Advisory Committee on Funds Management.

Mr. M. D. Ranganath holds a PGDM, Indian Institute of Management, Ahmedabad, MTech, Indian Institute of Technology, Madras, B.E., University of Mysore, Member, CPA Australia.

Expertise in Specific Functional Areas	Finance, Tax, Mergers and Acquisitions, General Management of Business
List of Directorships held in other companies (excluding foreign, private and section 8 companies) as on March 31, 2026	• HDFC Bank Limited • HDFC Pension Fund Management Limited

Mr. Ramesh Ramadurai

(Managing Director, Executive Director)

Mr. Ramesh Ramadurai (64 years) was initially appointed as a Non-Executive Non-Independent Director of the Company with effect from March 27, 2015. He was Managing Director of the Company from June 1, 2019. He was re-appointed by Members as Managing Director of the Company for a further period of Three (3) years from February 13, 2024 to February 12, 2027. Previously, Mr. Ramesh Ramadurai served as Business Director for 3M Industrial Business from July 2014 to May 2019. During this period, he was based in Shanghai, China and was responsible for the entire Asia Pacific Area. Prior to this role, Mr. Ramesh Ramadurai served as Managing Director of 3M Philippines from August 2011 until June 2014, based in Manila.

He Joined 3M India in 1989 as a sales engineer and held positions as the Country Business Leader for the Industrial and Electro & Telecommunications businesses. He was seconded to Global Headquarters in St Paul, USA, from November 2003 to December 2008, where he worked as Market Segment Manager, Global Product Manager and International Business Manager in 3M's Industrial Business. Prior to 3M, Mr. Ramesh Ramadurai worked for a year as a Production Engineer at an Offshore Oil Production facility in India and for about 3 years in a business planning role at an automotive parts and motorcycle manufacturer in India. Mr. Ramesh Ramadurai served as the Chairperson of Confederation of Indian Industry (CII), Karnataka State Council, for FY 21-22. Mr. Ramesh Ramadurai is also a member of Confederation of Indian Industry (CII), Southern Region and a member of the India Advisory Committee of the US India Business Council.

Mr. Ramesh Ramadurai holds a Post Graduate Diploma in Management (PGDM) with specialisation in Marketing from the Indian Institute of Management, Calcutta and a Bachelor of Technology in Chemical Engineering from the Indian Institute of Technology, Kanpur.

Mr. Ramesh Ramadurai retired from the Board and as Managing Director of the Company with effect from March 31, 2026.

Expertise in Specific Functional Areas	General Management of Business and Marketing
List of Directorships held in other companies (excluding foreign, private and section 8 companies) as on March 31, 2026	• Anthem Biosciences Limited • Centum Electronics Limited

Mr. Jayanand Kaginalkar

(Whole-time Director)

Mr. Jayanand Kaginalkar (61 years) was appointed as a Whole-time Director (Executive Director) of the Company with effect from April 1, 2025. He was Business Supply Chain Director for Safety and Industrial Business group for Asia, with 3M Innovation, Singapore. He joined 3M India in 2007 as Site Manager of Pimpri Plant, Pune. He then became Site Manager of Ranjangaon plant in 2009. As a part of leadership development and exposure to international manufacturing experience, he was deputed to 3M Brazil in 2012 for a period of 9 months. He returned to India as Manufacturing operations Manager taking care of all the manufacturing plants. He was then assigned as Master Black belt, taking care of Lean six Sigma operations for 3M India. In 2016 he became Manufacturing and Supply chain leader for 3M India. In 2019 he was transferred to 3M Innovation, Singapore as Lean Six Sigma Director for Asia Pacific Region. In 2021 he became Lean Value Stream Director for Safety and Industrial Business group for Asia. Prior to Joining 3M, he worked in various companies such as Tata Auto Comp (T C Springs), Sandvik Asia and MICO (Robert Bosch) in field of Manufacturing.

Mr. Jayanand Kaginalkar holds a Post Graduate Diploma in Management (PGDM) with specialisation in Operations from the Indian Institute of Management, Bengaluru and a Bachelor of Engineering in Metallurgical Engineering from the College of Engineering, Pune.

Expertise in Specific Functional Areas	Supply Chain, General Management of Business and Manufacturing operations
List of Directorships held in other companies (excluding foreign, private and section 8 companies) as on March 31, 2026	Nil

Ms. Kong Sau Wai Elizabeth

(Non-Executive Director)

Ms. Kong Sau Wai Elizabeth (44 years), was appointed as a Non-Executive Non-Independent Director of the Company with effect from January 1, 2025. Ms. Kong brings over four years of experience with the 3M Group, where she currently serves as the Asia General Counsel based in Singapore and a member of the Global Business Counsel Operating Committee. She is a senior leader in the execution of strategies and key priorities of 3M Group across 12 jurisdictions in Asia and has broad experience across 3M Group's Safety & Industrial Business, Transportation & Electronics Business, Enterprise Supply Chain, Customer Operations and Environmental Health & Safety, since her joining 3M in 2020.

Prior to 3M, Ms. Kong was an International Partner with Morgan Lewis Stamford and a Counsel with Clifford Chance, specializing in equity capital markets, public mergers and acquisitions, corporate finance, funds, corporate governance and securities regulation. She has experience advising on deals of an aggregate value exceeding $25 billion and was noted in Chambers Asia, Legal 500, AsiaLaw Leading Lawyers, Lawyer Monthly and Acquisition International Legal and was the youngest to be featured in Singapore Business Review's inaugural list of "20 Most Influential 40 and Under Lawyers" and was also featured in Prestige Singapore's list of "40 under 40".

Ms. Kong holds a Bachelor of Arts in Law with Double First Class Honors from the University of Cambridge and an Executive MBA with distinction from the INSEAD-Tsinghua Dual Masters program, where she excelled in advanced corporate finance, strategy, financial and management accounting, marketing, operations management, economics and organisational behavior.

Expertise in Specific Functional Areas	Law, Mergers and Acquisitions, Finance, and Securities market
List of Directorships held in other companies (excluding foreign, private and section 8 companies) as on March 31, 2026	Nil

Ms. Jung Hyun Kim

(Non-Executive Director)

Ms. Jung Hyun Kim (50 years) was appointed as a Non-Executive Non-Independent Director of the Company with effect from April 1, 2025. She is Human Resources Director, 3M Asia from September 01, 2023. She is a seasoned HR leader with over 25 years of experience driving people and talent strategies across Asia. As the Asia HR Director at 3M, she oversees HR operations and strategy, ensuring alignment with business objectives while fostering an inclusive, high-performance culture. During her career, Ms. Kim has held several senior HR leadership roles, including South East Asia HR Director and North Asia HR Director. With expertise in Business Partnering HR, Total Rewards, Employee Relations and HR Solutions, she has played a key role in enhancing employee engagement and organizational effectiveness.

Ms. Kim holds a Bachelor's Degree in Public Administration with a major in Social Welfare from Pusan National University.

Expertise in Specific Functional Areas	Business Partnering, Human Resource and General Management
List of Directorships held in other companies (excluding foreign, private and Section 8 Companies) as on March 31, 2026	Nil

Details of Committees Membership/Chairmanships held by Directors as on March 31, 2026 including names of other listed companies, where directors of the Company are directors and category of directorship:

Name of the Director	Name of the Company (Including 3M India Limited)	Category	Membership of Committee		Chairmanship of Committees	
			Audit	Stakeholders' Relationship	Audit	Stakeholders' Relationship
Radhika Rajan	3M India Limited	Independent Director	Yes			Yes
	Exide Industries Limited	Independent Director	Yes			
	Bayer CropScience Limited	Independent Director			Yes	
N. V. Sivakumar	3M India Limited	Independent Director			Yes	
	Kennametal India Limited	Independent Director			Yes	
	Schaeffler India Limited	Independent Director			Yes	
	Computer Age Management Services Limited	Independent Director			Yes	
M. D. Ranganath[1]	3M India Limited	Independent Director				
	HDFC Bank Limited	Independent Director			Yes	
Ramesh Ramadurai[2]	3M India Limited	Executive Director		Yes		
	Anthem Biosciences Limited	Independent Director	Yes	Yes		
	Centum Electronics Limited	Independent Director				
Jayanand Kaginalkar	3M India Limited	Executive Director				
Kong Sau Wai Elizabeth	3M India Limited	Non-Executive Director	Yes	Yes		
Jung Hyun Kim	3M India Limited	Non-Executive Director				

1. Director from February 2, 2026.

2. Director upto March 31, 2026.

MEETINGS

The Companies Act, 2013 facilitates the participation of a Director in Board/ Committee Meetings through video conference / other audio- visual modes. Accordingly, the option to participate at the Meetings through video/audio conference is made available for the Directors.

The Meetings are generally scheduled well in advance and the notice of each Board / Committee Meeting is given in writing to each Director. The yearly calendar of the Meetings is finalised before the beginning of the year. Additional Meetings are held when necessary. The Board meets at least once a quarter to review the quarterly performance and financial results of the Company. The Board is provided with the relevant information as stipulated in the Listing Regulations. The Meetings are governed by a structured agenda. The Board papers, agenda and other explanatory notes are circulated to the Directors, Seven (7) days prior to the Meetings. In addition, for any business exigencies, the Resolutions are passed by circulation and later placed at the subsequent Board/ Committee Meeting for ratification. The Minutes of the Committee Meetings are sent to all Directors individually within the time limits prescribed under the Companies Act, 2013 and are further tabled at the Board Meetings. The Company Secretary is responsible for convening the Board and Committee Meetings, preparation and distribution of Agenda and other documents and recording of the Minutes of the Meetings. The Company Secretary acts as an interface between the Board and the Management and provides required assistance and assurance to the Board and the Management on compliance and governance aspects. During FY 25-26, the Company has complied with the applicable Secretarial Standards issued by the Institute of Company Secretaries of India.

Details of Board Meetings during FY 25-26:

During FY 25-26, Seven (7) Meetings of the Board were held on May 28, 2025, July 28, 2025, August 7, 2025, August 25, 2025, November 3, 2025, December 23, 2025 and February 12, 2026.

The 38th AGM for FY 24-25 was held on August 26, 2025.

None of the Directors is a Director in more than Seven (7) Listed Companies or Ten (10) Public Limited Companies or acts as an Independent Director in more than Seven (7) Listed Companies. Further, none of the Directors acts as a member of more than Ten (10) Committees or acts as Chairperson of more than Five (5) Committees across all Public Limited Companies in which he/she is a Director.

Name of the Director	Category	No. of Board Meetings held during the year under review		No. of other Directorships and Committee Memberships / Chairmanships (Including 3M India Limited)			Whether attended last AGM
		Held[3]	Attended[3]	Directorships held[1]	Committee Memberships[2]	Committee Chairmanships[2]	
Radhika Rajan	Non-Executive Independent Director	7	7	3	4	2	Yes
N. V. Sivakumar	Non-Executive Independent Director	7	7	6	5	4	Yes
M. D. Ranganath (Director from February 2, 2026)	Non-Executive Independent Director	1	1	3	2	1	NA
Ramesh Ramadurai	Executive Director (Managing Director)	7	6	3	3	-	Yes
Jayanand Kaginalkar	Executive Director (Whole time Director)	7	7	1	-	-	Yes
Kong Sau Wai Elizabeth	Non-Executive Director	7	5	1	2	-	Yes
Jung Hyun Kim	Non-Executive Director	7	7	1	-	-	Yes

1. Excludes directorship in private companies, foreign companies, Section 8 Companies and includes directorship in 3M India Limited.
2. Excludes committees other than Audit Committee and Stakeholders' Relationship Committee.
3. No. of Meetings held during the term of the Director.

The gap between any Two (2) Board Meetings did not exceed One Hundred and Twenty (120) days in line with the requirements of the Act and the Listing Regulations.

Attendance details of Board Meetings:

Name of the Director	May 28, 2025	July 28, 2025	August 7, 2025	August 25, 2025	November 3, 2025	December 23, 2025	February 12, 2026
Radhika Rajan	Yes	Yes	Yes	Yes	Yes	Yes	Yes
N. V. Sivakumar	Yes	Yes	Yes	Yes	Yes	Yes	Yes
M. D. Ranganath (Director from February 2, 2026)	NA	NA	NA	NA	NA	NA	Yes
Ramesh Ramadurai	Yes	LOA	Yes	Yes	Yes	Yes	Yes
Jayanand Kaginalkar	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Kong Sau Wai Elizabeth	LOA	Yes	Yes	LOA	Yes	Yes	Yes
Jung Hyun Kim	Yes	Yes	Yes	Yes	Yes	Yes	Yes

LOA - Leave of Absence

Board Training and Induction:

At the time of appointing a Director, a "Familiarisation Programme for Directors of the Company" brochure is handed over which inter- alia explains the history of the Company, products / divisions of the Company in which it operates, performance of the Company during the last quarter/year, other Directors' profile, Leadership Team details, situation of factories and branch offices etc., role, function, duties and responsibilities expected as a Director of the Company. In the same document, the Director is also explained in detail the compliances required from him under the Companies Act, the Listing Regulations and other relevant regulations. The Managing Director of the Company also has a one-to-one discussion with the newly appointed Director. The above initiatives help the Director to understand the Company, its business and the regulatory framework in which the Company operates and equips him/her to effectively fulfill his role as a Director of the Company. Apart from the above, business heads also make presentations on their respective business groups and update the Board. Some of the updates to the Board during FY 25-26 includes updates on business situation, project updates, risk and related actions, updates on MCA/ SEBI regulations and other relevant notifications etc. The familiarisation document is also disclosed on the website of the Company at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/.

The Company has issued formal letters of appointment to all the Independent Directors of the Company in the manner as provided in the Companies Act, 2013 including the tenure of appointment. The terms of appointment have also been disclosed on the website of the Company at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/.

COMMITTEES OF THE BOARD

With a view to have a more focused attention on business and for better governance and accountability, the Board has constituted the following mandatory Committees viz. Audit Committee, Stakeholders' Relationship Committee, Nomination and Remuneration Committee, Corporate Social Responsibility Committee and Risk Management Committee. The terms of reference of these Committees are determined by the Board and their relevance reviewed from time to time. The Meetings of each of these Committees are convened by the respective Chairpersons, who also apprise the Board about the summary of discussions held at its Meetings.

The Minutes of the Committee Meetings are sent to all Directors individually for their approval/comments as per the prescribed Secretarial Standards-1 and after the minutes are duly approved, these are circulated to the Board of Directors and presented at the Board Meetings. The constitution, terms of reference and the functioning of the existing Committees of the Board are explained hereunder.

AUDIT COMMITTEE

The Audit Committee of the Company functions in accordance with the requirements of Section 177 of the Companies Act, 2013 and the Listing Regulations.

Terms of Reference of the Audit Committee:

The terms of reference of the Audit Committee as per guidelines set out under the Listing Regulations read with Section 177 of the Companies Act, 2013, are set out below:

1. The Audit Committee shall have minimum Three (3) Directors as Members. Two-thirds (2/3) of the members of Audit Committee shall be Independent Directors.
2. All Members of the Audit Committee shall be financially literate and at least One (1) member shall have accounting or related financial management expertise.
3. Chairperson of the Audit Committee shall be an Independent Director.
4. Chairperson of the Audit Committee shall be present at Annual General Meeting to answer Shareholder queries.
5. The Audit Committee may invite such executives of the Company as it considers appropriate (and particularly the head of the finance function) to be present at the

Meetings of the Committee, but on occasions it may also meet without the presence of any of the executives of the Company. The Chief Financial Officer (CFO), Internal Auditor and a representative of the Statutory Auditor may be present as invitees for the Meetings of the Audit Committee.

6. Company Secretary shall act as Secretary of the Audit Committee.

7. The Audit Committee shall meet at least Four (4) times in a financial year and not more than 120 days shall lapse between two Meetings. The quorum shall be either Two (2) Members or One-third (1/3) of the Members of the Audit Committee, whichever is higher but there shall be a minimum of Two (2) Independent Members present.

Powers of Audit Committee

The Audit Committee has the following powers:

1. To investigate any activity within its terms of reference.
2. To seek information from any employee.
3. To obtain outside legal or other professional advice.
4. To secure attendance of outsiders with relevant expertise if it considers necessary.

Role of Audit Committee

The role of the Audit Committee shall include the following:

1. Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible;
2. Recommendation for appointment, remuneration and terms of appointment of Statutory Auditors and Cost Auditors of the Company;
3. Approval of payment to Statutory Auditors and Cost Auditors and for any other services rendered by the Statutory Auditors;
4. Reviewing, with the Management, the annual financial statements and auditors' report thereon before submission to the Board for approval, with particular reference to:
   (a) Matters required to be included in the Director's Responsibility Statement to be included in the Report of the Board of Directors in terms of clause (c) of Sub-Section 3 of Section 134 of the Companies Act, 2013.
   (b) Changes, if any, in accounting policies and practices and reasons for the same.
   (c) Major accounting entries involving estimates based on the exercise of judgement by management.
   (d) Significant adjustments, if any, made in the financial statements arising out of audit findings.
   (e) Compliance with listing and other legal requirements relating to financial statements.
   (f) Disclosure in financial statements including related party transactions.
   (g) Qualification/Modified opinion, if any, in the draft audit report.
5. Reviewing with the Management, the quarterly financial statements before submission to the Board for approval;
6. Reviewing with the Management, the statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilised for purposes other than those stated in the offer document / prospectus/ notice and the report submitted by the agency monitoring the utilisation of proceeds of a public or rights issue and making appropriate recommendations to the Board to take up steps in this matter, if any;
7. Review and monitor the auditors' independence and performance and effectiveness of audit process;
8. Approval or any subsequent modification of transactions of the Company with related parties;
9. Scrutiny of inter-corporate loans and investments;
10. Valuation of undertakings or assets of the Company, wherever it is necessary;
11. Evaluation of internal financial controls and risk management systems;
12. Reviewing, with the Management, performance of Statutory and Internal Auditors, adequacy of the Internal Control Systems;
13. Reviewing the adequacy of Internal Audit function, if any, including the structure of the Internal Audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;
14. Discussion with Internal Auditors of any significant findings and follow up there on;
15. Reviewing the findings of any internal investigations by the Internal Auditors into matters where there is suspected fraud or irregularity or a failure of Internal Control Systems of a material nature and reporting the matter to the board;
16. Discussion with Statutory Auditors before the audit commences, about the nature and scope of audit as well as post- audit discussion to ascertain any area of concern;
17. To look into the reasons for substantial defaults in the payment to the Depositors, Debenture holders, Shareholders (in case of non-payment of declared dividends) and Creditors;
18. To review the functioning of the Whistle Blower mechanism;
19. Approval of appointment of CFO (i.e., the Whole-time Finance Director or any other person heading

the finance function or discharging that function) after assessing the qualifications, experience and background, etc. of the candidate;

20. Carrying out any other function as is mentioned in the terms of reference of the Audit Committee;

21. To grant omnibus approval for related party transactions which are in the ordinary course of business and on an arm's length pricing basis;

22. Reviewing the utilisation of loans and/ or advances from/investment by the holding company in the subsidiary exceeding ₹ 100 crores or 10% of the asset size of the Subsidiary, whichever is lower including existing loans / advances /investments existing as on the date of coming into force of this provision;

23. Consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the listed entity and its shareholders.

Review of information by the Audit Committee

The Audit Committee reviews the following information:

1. Management discussion and analysis of financial condition and results of operations;

2. Management letters / letters of internal control weaknesses issued by the Statutory Auditors;

3. Internal Audit Reports relating to internal control weaknesses; and

4. The appointment, removal and terms of remuneration of the Chief Internal Auditor, if any.

Composition and details of Audit Committee Meetings during FY 25-26:

As on March 31, 2026, the Audit Committee of the Company consisted of Two (2) Non-Executive Independent Directors and One (1) Non- Executive Director and all of them have financial and accounting knowledge. As on March 31, 2026, the members of the Committee were Mr. N. V. Sivakumar, Ms. Radhika Rajan and Ms. Kong Sau Wai Elizabeth.

Mr. N. V. Sivakumar is Chairperson of the Audit Committee. Company Secretary is the Secretary to the Committee. At the invitation of the Committee, the Managing Director, Whole-time Director, CFO, the Internal Auditor, General Counsel and Statutory Auditors attend the Audit Committee Meetings.

During FY 25-26, Six (6) Meetings of the Audit Committee were held on May 28, 2025, July 28, 2025, August 7, 2025, November 3, 2025, December 23, 2025 and February 12, 2026. The number of Meetings held and attendance of the Members at the Audit Committee Meetings held during the financial year under review are as under:

Name of the Committee Members	No. of Meetings held during the year under review	No. of Meetings attended
N. V. Sivakumar (Chairperson)	6	6
Radhika Rajan	6	6
Kong Sau Wai Elizabeth	6	6

Attendance details of the Audit Committee Meetings:

Name of the Director	May 28, 2025	July 28, 2025	August 7, 2025	November 3, 2025	December 23, 2025	February 12, 2026
N. V. Sivakumar (Chairperson)	Yes	Yes	Yes	Yes	Yes	Yes
Radhika Rajan	Yes	Yes	Yes	Yes	Yes	Yes
Kong Sau Wai Elizabeth	Yes	Yes	Yes	Yes	Yes	Yes

NOMINATION AND REMUNERATION COMMITTEE

In compliance with Section 178 of the Companies Act, 2013 and the Listing Regulations, the Board has formed the "Nomination and Remuneration Committee". The terms of reference of the Committee inter-alia, are as follows:

(a) Chairperson of the Committee shall be an Independent Director as may be elected by the Members of the Committee.

(b) Quorum for Meeting of the Committee shall be either Two (2) Members or 1/3rd of the Members of the Committee, whichever is greater, including at least One (1) Independent Director in attendance .

(c) The Committee may meet at such times and at such intervals as it may deem necessary and shall at least meet once a year.

(d) The Role of the Committee shall include inter-alia the following:

- Formulation of criteria for determining qualifications, positive attributes and independence of a Director and recommend to the Board a policy, relating to the remuneration of the Directors, Key Managerial Personnel and other employees;

- Formulation of criteria for evaluation of Independent Directors and the Board;

- For every appointment of an independent director, the Nomination and Remuneration Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:

a) use the services of an external agencies, if required;

b) consider candidates from a wide range of backgrounds, having due regard to diversity; and

d) consider the time commitments of the candidates.

- Devising a policy on Board diversity;
- Identifying persons who are qualified to become Directors and who may be appointed in Senior Management in accordance with the criteria laid down and recommend to the Board their appointment and removal.
- Consider whether to extend or continue the term of appointment of the independent director, on the basis of the

report of performance evaluation of independent directors

- Recommend to the Board, all remuneration, in whatever form, payable to Senior Management.
- Such other matters as may be prescribed under the Companies Act, 2013, Listing Regulations and by the Board of Directors of the Company from time to time.

(e) The Committee may invite such executives of the Company and such other persons as it may consider appropriate.

(f) The Company Secretary acts as the Secretary of the Committee who flag the actions and serve as executive support to the Committee.

The Nomination and Remuneration Policy for Directors, Key Managerial Personnel and for other employees is available at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/.

Criteria of selection of Non-Executive Independent Directors

The Non-Executive Directors shall be of high integrity with relevant expertise and experience so as to have a diverse Board with Directors having expertise in the fields of manufacturing, marketing, finance, taxation, law, governance and general management. The NRC shall satisfy itself with regard to the independent nature of the Directors vis-à-vis the Company so as to enable the Board to discharge its function and duties effectively. The NRC shall ensure that the candidate identified for appointment as a Director is not disqualified for appointment under Section 164 of the Companies Act, 2013. The NRC shall consider the following attributes / criteria, whilst recommending to the Board the candidature for appointment as Director.

i. Qualification, expertise and experience of the Directors in their respective fields;

ii. Personal, Professional or business standing;

iii. Diversity of the Board.

The Diversity of the Board aims to:

- enhance the quality of performance of the Board,
- usher in independence in the performance of the Board,
- achieve sustainable and balanced performance and development in the Company,
- support the attainment of strategic objectives of the Company,
- remove the gender bias in the Board, and
- compliance of applicable law/s and good corporate practices.

In case of re-appointment of Directors, the Board shall take into consideration the performance evaluation of the Director and his/ her engagement level.

Criteria of selection of Non-Executive and Executive Directors

For the purpose of selection of the Non-Executive and Executive Directors, the incumbent shall possess relevant expertise, experience and leadership qualities required for that position. The NRC will also ensure that the incumbent fulfills such other criteria with regard to age and other qualifications as laid down under the Companies Act, 2013.

Criteria of selection of Senior Management personnel (including KMPs)

For the purpose of selection (including internal selection) of the senior management personnel (including KMPs), criteria such as relevant expertise, experience, qualifications are taken into consideration.

Remuneration Policy of the Company

3M is a pay-for-performance company and offers a competitive pay structure to attract and motivate a well-qualified, diverse workforce.

The Company is committed to fair and equitable pay. The Company differentiates pay based on role, responsibilities, skill set, competence and performance. Our global market pricing process allows the Company to provide market competitive compensation for employees and drives consistency and transparency in compensation practices across regions. The Company follows a global process using data from multiple surveys to benchmark pay levels and map job grades, which helps drive principles for fair and equitable pay.

As an annual activity, the Total Rewards & Services (TRS) team works closely with the Global Market Pricing (GMPP) Process Experts to determine the salary range of each job by doing a market benchmark study.

The Company benchmarks and compares itself with Total Cash Compensation (TCC) which includes Fixed and Variable

Pay of selected comparator basket/peer companies from where the Company attracts/loses its talent.

After identification and shortlisting of peer companies, the GMPP team works with external consultants to conduct the Peer basket survey, which compares compensation across similar roles in the peer group. Upon completion of this exercise, process experts, based on the mapping & market median draw the Market Reference Point (MRP). Leveraging the insights from market outlook and data, the annual budget and Annual Salary Review (ASR) is established. Simulated analysis, Salary Forecast, Market Insights are presented to the Leadership Team and a detailed timeline for the Annual Salary Review cycle is tabled to the Leaders. The Total Rewards team further extracts the Annual Increase for the Managing Director and the leadership team and shares the same with the Company Secretary for the Board's Approval. The Annual salary Review then gets implemented across the organisation with effect from the new financial year.

Effective April 1, 2024, based on the recommendation of the Nomination & Remuneration Committee and the approval of the Board of Directors, The Company pays a fixed Commission not exceeding ₹ 2,500,000 P.A. to each of the Independent Directors and additional ₹ 250,000 P.A. to Chairperson of the Board, ₹ 130,000 P.A. to a Chairperson of the Audit Committee and ₹ 60,000 P.A. to the Chairperson of the Other Committees of the Board.

The Maximum amount payable to all Independent Directors is restricted to One percent (1%) of the net profit of the Company computed as per the provisions of Section 198 of the Companies Act, 2013.

The Company pays ₹ 60,000 to each Independent Director per Board and Audit Committee Meetings, ₹ 40,000 to each Independent Director for other Committee Meetings as sitting fees (effective from April 1, 2024).

The Non-Executive Non-Independent Directors are not paid any Sitting Fees and Commission.

The remuneration by way of commission paid to the Independent Directors is commensurate with the activities of the Company, the responsibilities of the Independent Directors under the provisions of the Listing Regulations and under the Companies Act, 2013 and the responsibilities as Member/Chairperson of the Board and Member/ Chairperson of Committee/s of the Board and all other relevant factors.

Composition and details of Nomination and Remuneration Committee Meetings during FY 25-26:

As on March 31, 2026, the Nomination and Remuneration Committee of the Company consisted of Two (2) Non-Executive Independent Directors and One (1) Non-Executive Director. As on March 31, 2026, the members of the Committee were Mr. N. V. Sivakumar, Ms. Radhika Rajan and Ms. Jung Hyun Kim.

During FY 25-26, Six (6) Meetings of the Nomination and Remuneration Committee were held i.e., on May 28, 2025, June 4, 2025, August 7, 2025, August 25, 2025, November 3, 2025 and February 12, 2026. The numbers of Meetings held and attendance of the Members at the Nomination and Remuneration Committee Meetings held during the financial year under review are as under:

Name of the Committee Members	No. of Meetings held during the year under review	No. of Meetings attended
N. V. Sivakumar (Chairperson)	6	6
Radhika Rajan	6	6
Jung Hyun Kim	6	6

Attendance details of Nomination and Remuneration Committee Meetings

Name of the Director	May 28, 2025	June 4, 2025	August 7, 2025	August 25, 2025	November 3, 2025	February 12, 2026
N. V. Sivakumar (Chairperson)	Yes	Yes	Yes	Yes	Yes	Yes
Radhika Rajan	Yes	Yes	Yes	Yes	Yes	Yes
Jung Hyun Kim	Yes	Yes	Yes	Yes	Yes	Yes

Remuneration to Directors:

As on March 31, 2026, the Company had Two (2) Executive Directors, Mr. Ramesh Ramadurai, Managing Director and Mr. Jayanand Kaginalkar, Whole-time Director.

Mr. Ramesh Ramadurai, was Managing Director of the Company from June 1, 2019. Based on the recommendation of the Nomination and Remuneration Committee and performance evaluation carried out, the Board at its Meeting held on December 11, 2023 approved the re-appointment of Mr. Ramesh Ramadurai as Managing Director of the Company for a further period of Three (3) years from February 13, 2024 to February 12, 2027. The Members of the Company have approved his re-appointment by way of an Ordinary Resolution through Postal Ballot Notice dated December 11, 2023. Mr. Ramesh Ramadurai retired as Managing Director of the Company with effect from March 31, 2026.

Based on the recommendation of the Nomination and Remuneration Committee, the Board at its Meeting held on March 13, 2025 has approved the appointment of Mr. Jayanand Kaginalkar as Whole-Time Director (categorized as Executive and Non- Independent Director) for the period of Two (2) years i.e. from April 1, 2025 to March 31, 2027. The Members of the Company have approved his appointment by way of an Ordinary Resolution through Postal Ballot Notice dated March 13, 2025.

Managing Director and Whole-time Directors of the Company have been appointed based on employment contract and their terms of appointment were fixed by the Board.

The elements of the remuneration package of Executive Directors comprise Salaries and Allowances, Perquisites, Company Leased Accommodation, Company Car and driver, Telephone at home, Club Fees, Contribution to Provident Funds and Other Funds. The contract of employment of Executive Directors is terminable by serving a notice of Ninety (90) days. No severance fee is payable to the executive directors on termination of the agreement. The Company has no Stock Option/Equity-based awards or any other Stock Linked Incentive Plans. However, Senior Executives of the Company including Managing Director and Whole-time Director of the Company are entitled to the Restricted Stock Options/ Stock Appreciation Unit Plans declared by the Parent Company, 3M Company USA, from time to time. As per 3M Group Policy, the Company which employs the respective employees is required to bear the cost of the options.

Details of remuneration for the financial year ended March 31, 2026:

(a) Executive Directors:

Name and Designation	No. of Shares Held	Salaries & Allowances[1] (₹)	Contribution to Provident Fund (₹)	Estimated Value of Benefits (₹)	Total (₹)	Present term expired/s on
Ramesh Ramadurai (Managing Director)	Nil	62,764,108	1,803,180	351,098	64,918,386	March 31, 2026
Jayanand Kaginalkar (Whole-time Director)	Nil	31,353,865	1,139,604	-	32,493,469	March 31, 2027

1. Salaries and Allowances include the variable pay.

Variable pay as a % of fixed pay for Mr. Ramesh Ramadurai, Managing Director was 26% and for Mr. Jayanand Kaginalkar, Whole- time Director was 20%, based on level of responsibility, performance rating and the overall performance of the enterprise.

Exceptional performance will receive a performance accelerator both in the fixed pay and the variable pay.

In accordance with the applicable accounting standards, share-based payment represents the fair value of stock options granted and post-employment benefits represent retirement benefit expenses determined based on actuarial valuation. For FY 2025-26, the Company recognized share-based payment benefits of ₹32,111,353 and post-employment benefits of ₹4,557,353 for Mr. Ramesh Ramadurai and share-based payment benefits of ₹3,843,231 for Mr. Jayanand Kaginalkar.

(b) Non-Executive Independent Directors:

Name of the Director	No. of Shares Held	Sitting Fees for Board Meetings (Gross) (paid during FY 25-26) (₹)	Sitting Fees for Committee Meetings (Gross) (paid during FY 24- 25) (₹)	Commission[1] (Gross) (₹)	Total (₹)
Radhika Rajan	Nil	420,000	920,000	2,870,000	4,210,000
N. V. Sivakumar	Nil	420,000	680,000	2,810,000	3,910,000
M. D. Ranganath (Director from February 2, 2026)	Nil	60,000	-	397,260	457,260

1. Remuneration by way of Commission for FY 25-26 will be paid to the Independent Directors after the financial statements for FY 25-26 have been adopted and approved by the Members at the ensuing Annual General Meeting.

The Executive and Non-Executive Non-Independent Directors do not receive sitting fees and Commission. None of the Non-Executive Directors have any pecuniary relationship with the Company.

STAKEHOLDERS' RELATIONSHIP COMMITTEE

In compliance with the provisions of Section 178(5) of the Companies Act, 2013 and the provisions of the Listing Regulations, the Board has formed the "Stakeholders, Relationship Committee".

The terms of Reference of the Committee are as under:

1. To look into the redressal of grievances of Shareholders, Debenture holders and other security holders including complaints related to transfer of Shares, non-receipt of Balance Sheet and non-receipt of dividends.
2. Resolving the grievances of the security holders of the listed entity including complaints related to transfer/ transmission of Shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/ duplicate certificates, general meetings etc.
3. Review of measures taken for effective exercise of voting rights by Shareholders.
4. Review of adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrar & Share Transfer Agent.
5. Review of the various measures and initiatives taken by the listed entity for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/ statutory notices by the shareholders of the Company.
6. Report to the Board about the important developments in the area of servicing of the shareholders.

The Committee meets at least once in a year. Company Secretary acts as the Secretary of the Committee who shall flag actions and serve as executive support to the Committee.

Composition and details of Stakeholders' Relationship Committee Meetings during FY 25-26:

As on March 31, 2026, the Stakeholders' Relationship Committee of the Company consisted of Three (3) Directors, of which One (1) is Non-Executive Independent Director, One (1) is Non-Executive Non-Independent Director and One (1) is Executive Director. As on March 31, 2026, the members of the Committee were Ms. Radhika Rajan, Ms. Kong Sau Wai Elizabeth and Mr. Ramesh Ramadurai.

Ms. Radhika Rajan is Chairperson of the Committee. The Company Secretary Mr. Pratap Rudra Bhuvanagiri is the Compliance Officer of the Company and acts as Secretary to the Committee.

During FY 25-26, Four (4) Meetings of the Stakeholders' Relationship Committee were held on May 28, 2025, August 7, 2025, November 3, 2025 and February 12, 2026.

The number of Meetings held and attendance of the Members at the Stakeholders' Relationship Committee Meetings held during the financial year under review is as under:

Name of the Committee Members	No. of Meetings held during the year under review	No. of Meetings attended
Radhika Rajan (Chairperson)	4	4
Kong Sau Wai Elizabeth	4	4
Ramesh Ramadurai (Member upto March 31, 2026)	4	4

Attendance details of Stakeholders' Relationship Committee:

Name of the Director	May 28, 2025	August 7, 2025	November 3, 2025	February 12, 2026
Radhika Rajan (Chairperson)	Yes	Yes	Yes	Yes
Kong Sau Wai Elizabeth	Yes	Yes	Yes	Yes
Ramesh Ramadurai	Yes	Yes	Yes	Yes

The Company through its Registrar and Share Transfer Agent has addressed / resolved most of the investor grievances/ correspondence within a period of 7 days from the date of their receipt except in cases that are constrained by disputes or legal impediments. The statistics of Members complaints received / redressed, during the period under review are as under:

No. of Shareholders' complaints pending as at April 1, 2025	6
No. of complaints received during FY 25-26	136
No. of Shareholders' complaints resolved during FY 25-26	142
No. of complaints not solved to the satisfaction of shareholders	0
No. of Shareholders' complaints pending as on March 31, 2026	0

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE (CSR)

In compliance with the provisions of Section 135 of the Companies Act, 2013, the Board constituted a Corporate Social Responsibility Committee. The CSR Policy of the Company has been disclosed on the website of the Company at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/. The CSR Policy have been revised in line with the amendments to the provisions/the Companies (Corporate Social Responsibility Policy) Amendment Rules, 2021, as amended from time to time.

The terms of Reference of the Committee are as under:

(a) Chairperson of the CSR Committee shall be an Independent Director as may be elected by the Members of the CSR Committee.

(b) Quorum of the CSR Committee shall be minimum of Two (2) Members provided One (1) of them shall always be an Independent Director.

(c) The CSR Committee may meet at such times and at such intervals as it may deem necessary.

(d) The Role of the CSR Committee shall include inter-alia the following:

- Formulate and recommend to the Board, a Corporate Social Responsibility Policy indicating the activities to be undertaken by the Company from time to time as enumerated in Schedule VII of the Companies Act, 2013;
- Recommend the amount of expenditure to be incurred on the activities undertaken as specified in Schedule VII of the Companies Act, 2013;
- Monitor the Corporate Social Responsibility Policy of the Company from time to time;
- Perform such functions as may be statutorily required by the CSR Committee;
- Other matters as may be assigned by the Board from time to time.

(e) The CSR Committee may invite such executives of the Company and such other persons as it may consider appropriate.

Composition and details of Corporate Social Responsibility Meetings during FY 25-26:

As on March 31, 2026, the CSR Committee of the Company consisted of Four (4) Directors, of which One (1) is Non-Executive Independent Directors, One (1) is Non-Executive Non-Independent Director and Two (2) are Executive Directors. As on March 31, 2026 the members of the Committee are Ms. Radhika Rajan, Ms. Jung Hyun Kim, Mr. Ramesh Ramadurai and Mr. Jayanand Kaginalkar.

Ms. Radhika Rajan is Chairperson of the CSR Committee. Company Secretary acts as Secretary to the Committee.

During FY 25-26, Two (2) Meetings of the CSR Committee were held on May 28, 2025 and November 3, 2025. The numbers of Meetings held and attendance of the Members at the CSR Committee Meetings held during the financial year under review are as under:

Name of the Committee Members	No. of Meetings held during the year under review	No. of Meetings attended
Radhika Rajan (Chairperson)	2	2
Jung Hyun Kim	2	2
Ramesh Ramadurai (Member upto March 31, 2026)	2	2
Jayanand Kaginalkar	2	2

Attendance details of Corporate Social Responsibility Meetings:

Name of Member	May 28, 2025	November 3, 2025
Radhika Rajan (Chairperson)	Yes	Yes
Jung Hyun Kim	Yes	Yes
Ramesh Ramadurai	Yes	Yes
Jayanand Kaginalkar	Yes	Yes

INDEPENDENT DIRECTORS' MEETING

During the financial year under review, the Independent Directors met on February 12, 2026, inter-alia, to discuss:

- Evaluation of the performance of the Non-Independent Directors and the Board as a whole,
- Evaluation of the performance of Chairperson of the Company, Chairperson of the Committee's considering the views of the Executive and Non-Executive Directors,
- Evaluation of the quality, content and timelines of flow of information between the Management and the Board that is necessary for the Board to perform its duties effectively and reasonably.

All the Independent Directors viz., Ms. Radhika Rajan, Mr. N. V. Sivakumar and Mr. M. D. Ranganath were present at the Meeting held on February 12, 2026. Ms. Radhika Rajan acted as the Lead Independent Director for the meeting of the Independent Directors.

PERFORMANCE EVALUATION OF BOARD/ COMMITTEES /DIRECTORS

Pursuant to the provisions of the Companies Act, 2013 and the Listing Regulations, the Board carried out the Annual Performance Evaluation of: (i) the Board as a whole, (ii) individual Directors (including Independent Directors and

Chairperson) and (iii) various Committees of the Board based on SEBI's Guidance Note on Board Evaluation issued in January 2017.

A structured and detailed questionnaire was prepared by the Company internally, covering the following criteria:

Board as a whole:
Structure of the Board, Meetings of the Board, Functions of the Board, Board and Management, Professional Development.

Committees of the Board:
Mandate and Composition, effectiveness of the Committee, structure of the Committee and Meetings, Independence of the Committee from the Board and contributions to decisions of the Board.

Individual Directors and Chairperson (including Chairperson, CEO, Independent Directors, Non-Independent Directors, etc.): Qualifications, experience, knowledge and competency, fulfillment of functions, initiatives, availability and attendance, commitment, contribution and integrity.

Following additional criteria for Independent Directors were covered:
Independence and independent views and judgment.

Effectiveness of leadership and ability to steer the Meetings, Impartiality, Commitment and ability to keep Shareholder's interest in mind.

Based on the above criteria, rating sheets were filled by each of the Directors with regard to Annual Performance Evaluation of: (i) the Board as a whole, (ii) individual Directors (including Independent Directors and Chairperson) (except for the Director being evaluated) and (iii) various Committees of the Board.

The Head-HR was invited for the Independent Directors Meeting held on February 12, 2026 for facilitating, summarising and sharing the results of the evaluation of the performance of Non-Independent Directors and Board as a whole and of the Chairperson of the Company taking into account the views of Executive Directors and Non-Executive Directors. Chairperson of the Meeting of Independent Directors briefed the Board. The Head-HR facilitated by summarising and sharing the results from the filled in questionnaire for each of the Directors. The Directors were satisfied with the evaluations results which reflected the overall engagement and effectiveness of the Board and its Committees.

RISK MANAGEMENT

The Risk Management Policy of the Company is intended to:

- Serve as a document wherein risks affecting the entire organisation, at a macro-level are enumerated.
- Describe the measures employed by the management in managing these risks across all divisions and functions.
- Act as a reference to comprehend how mitigation measures employed by 3M India play a role in reducing the impactand likelihood of these risks.
- Enterprise Risk Management Framework for Risk Governance, Risk Identification and Risk Assessment.

The Management revisits the Policy to keep abreast of changes through a process of periodical monitoring of risks and the level of operational efficiency of controls. Newly identified risks are assessed, understood and impact measured. An evaluation of checks and balances and the need for additional measures are considered. This is achieved through the collaborative efforts of all heads of business and functional divisions. The business and functional heads also seek information from their respective teams to address critical risks that may arise from the grassroots level. The Company has identified many important risks which may have a significant impact on the business, if ignored. The Company has established a set of proactive and reactive measures to address them. These risks were determined based on detailed analysis of the markets where the Company operate, nature of the Company's products and services rendered and inherent risks in various functions.

The Company has constituted a Risk Council comprising members of the Leadership Team and from other functional leaders. The members of the Council are jointly responsible for recommending to the Board of Directors the methodology for risk oversight and management.

The Members of the Risk Council are vested with the following responsibilities:

1. Laying down a framework for identification of risk elements which are pertinent to achieving the Company's strategic objectives.
2. Reviewing strategies, policies, procedures, systems and processes in place for identification of new risks.
3. Assessing the identified risks vis-à-vis their impact and likelihood on the different business divisions.
4. Determining the adequacy of existing mitigation factors including the infrastructure and resources in place and considering the adoption of new systems and processes, in case necessary.
5. Laying down policies and procedures for timely implementation of the mitigation factors.
6. Setting out the roles and responsibilities of various personnel responsible for the mitigation of risks at different processes.
7. Monitoring compliance with policies and procedures related to risk identification and mitigation.
8. Hold Meetings on a bi-annual basis to discuss and evaluate the Risk Management Policy.

RISK MANAGEMENT COMMITTEE (RMC)

As per Listing Regulations, the majority of Members of the Risk Management Committee would consist of Members of the Board of Directors. The Chairperson of the Risk Management Committee should be a Member of the Board of Directors. The Board of Directors shall define the role and responsibilities of the RMC and may delegate monitoring and reviewing of the Risk Management plan to the Committee and such other functions as it may deem fit.

The Company has constituted a Risk Management Committee of the Board with effect from April 1, 2019. The Board has delegated the monitoring and reviewing of the Risk Management Plan to the Leadership Team Members of the Company, who shall be jointly responsible for recommending to the Risk Management Committee the methodology for risk oversight and management through a team consisting of Members from Business Services group, Sourcing, Corporate Secretarial and Finance.

Composition and details of Risk Management Committee Meetings during FY 25-26:

As on March 31, 2026, the Risk Management Committee of the Company consisted of Five (5) Directors, of which Two (2) are Non-Executive Independent Directors, One (1) Non-Executive Non-Independent Director and Two (2) are Executive Director. As on March 31, 2026 the members of the Committee were Mr. N. V. Sivakumar, Ms. Radhika Rajan, Ms. Kong Sau Wai Elizabeth, Mr. Ramesh Ramadurai and Mr. Jayanand Kaginalkar.

Mr. N. V. Sivakumar is Chairperson of the Risk Management Committee. Company Secretary is the Secretary to the Committee.

During FY 25-26, Two (2) Meetings of the Risk Management Committee held on May 28, 2025 and November 3, 2025. The number of Meetings held and attendance of the Members at the RMC Meeting held during the financial year under review are as under:

Name of Member	No. of Meetings held during the year under review	No. of Meetings attended
N. V. Sivakumar (Chairperson)	2	2
Radhika Rajan	2	2
Kong Sau Wai Elizabeth	2	2
Ramesh Ramadurai	2	2
Jayanand Kaginalkar	2	2

Attendance details of Risk Management Committee Meeting:

Name of Member	May 28, 2025	November 3, 2025
N. V. Sivakumar (Chairperson)	Yes	Yes
Radhika Rajan	Yes	Yes
Kong Sau Wai Elizabeth	Yes	Yes
Ramesh Ramadurai	Yes	Yes
Jayanand Kaginalkar	Yes	Yes

PARTICULARS OF SENIOR MANAGEMENT

As on March 31, 2026, the Company had following senior management personnel as defined under Regulations 16(1) (d) of SEBI Listing Regulations.

Name	Designation
Aparna Sardar	Senior Manager HR Operations Leader
Ashutosh Shirodkar	Head Safety & Industrial Business
Nikhil Arora	Chief Financial Officer
Pawan Kumar Singh	Head Transportation & Electronics Business
Priya Menon	General Counsel
Rajiv Gupta	Head Health Care Business
Rajiv Porwal	Senior Manager Customer Operations
Siddhesh Varde Borkar	Head Consumer Business
Venkatesh T H	Senior Manager R&D Operations

There was no change in the Senior Management Personnel during FY 2025-26, other than the appointment of Mr. Nikhil Arora.

VIGIL MECHANISM / WHISTLE BLOWER POLICY

In accordance with the requirements of Section 177(9) and (10) of the Companies Act 2013 read with Rule 7 of the Companies (Meetings of Board and its Powers) Rules, 2014 and the provisions of Listing Regulations, the Company has established an effective Vigil Mechanism by way of this Business Conduct Concern Reporting Policy (Whistle Blower Policy) for Upholding 3M's Code of Conduct (available at https://www.3mindia.in), 3M's values and all laws applicable to 3M India Limited's operations in India is the responsibility of everyone acting on 3M's behalf. The Policy sets out ways through which 3M's employees, investors, customers, vendors and other stakeholders can raise concerns that relate to actual or suspected violations of 3M's Code of Conduct, accounting or auditing matters and applicable national and international laws. The details of the website/hotline are as under:

Website: www.3M-Ethics.com or the International Toll-Free Service (ITFS) from India – 000-800-100-1071/000-800- 001-6112.

The Company prohibits retaliation against anyone who raises a business conduct concern or cooperates in a Company investigation. Complaints made in good faith will not expose the Concerned Party to any sanctions, regardless of whether the underlying facts prove to be correct or result in any corrective action. If a Concerned Party believes that he /she has faced retaliation of any kind, he / she can report it to any of the persons mentioned in the Policy so that the Company can investigate.

Status update on the above Policy is reported to the Audit Committee every quarter and the Policy has been disclosed on the website of the Company at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/.

SUBSIDIARY COMPANIES

As on March 31, 2026, the Company does not have any subsidiary.

RELATED PARTY TRANSACTIONS

The Company has formulated a Policy on materiality of related party transactions and also on dealing with Related Party Transactions. Prior approvals of all Related Party Transactions (RPTs) are obtained from the Audit Committee. The Company obtained the approval of the Members at the 38th Annual General Meeting held on August 26, 2025 for material related party transactions with 3M Company, USA for the period of 1 year i.e., upto the ensuing 39th Annual General meeting. Further, the Company obtained the approval of the Members through Postal Ballot notice dated February 12, 2026 for Material Related Party Transactions with 3M Company, USA and 3M Innovation Singapore Pte Ltd for the FY 26-27.

The Company follows the following Policy in disclosing the Related Party Transactions to the Audit Committee:

- A statement in summary form of transactions with related parties at arm's length price in the normal course of business.
- All material individual transactions with related parties, which are not in the normal course of business and which are not on an arm's length basis.
- All material financial and commercial transactions relating to senior management where they have personal interest that may have a potential conflict with the interest of the Company at large.

DISCLOSURES

Related Party Transactions:

Details of all material transactions with related parties are disclosed along with the Compliance Report on Corporate Governance. The Company has disclosed the Policy on dealing with Related Party Transactions on the website of the Company at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/.

Accounting Treatment:

The Company's Financial Statements for the financial year ended March 31, 2026 are prepared in accordance with Ind AS notified under the Companies (Indian Accounting Standards) Rules, 2015. All applicable Ind AS have been applied consistently and retrospectively wherever required. In the preparation of Financial Statements, no differential treatment from that prescribed in the Accounting Standards has been followed.

Proceeds from Public issues, rights issue, preferential issues etc.:

The Company has not made any capital issues during FY 25-26.

General Body Meetings:

Details of Annual General Meetings (AGM) of the Company held for the last Three (3) years:

Date	Meeting	Mode	Location/Deemed Location	Time
August 25, 2023	AGM	Video Conference/ Other audio-visual means	Plot Nos. 48-51, Electronic City, Hosur Road, Bengaluru – 560100 (Registered Office)	10:30 am
August 7, 2024	AGM	Video Conference/ Other audio-visual means	Plot Nos. 48-51, Electronic City, Hosur Road, Bengaluru – 560100 (Registered Office)	10:30 am
August 26, 2025	AGM	Video Conference/ Other audio-visual means	Plot Nos. 48-51, Electronic City, Hosur Road, Bengaluru – 560100 (Registered Office)	10:30 am

Particulars of Special Resolutions passed in the last Three (3) AGMs are given below:

August 25, 2023	Nil
August 7, 2024	Appointment of Mr. Narumanchi Venkata Sivakumar (DIN: 03534101) as a Non-Executive and Independent Director of the Company.
August 26, 2025	Nil

Particulars of Special Resolution passed through Postal Ballot Process:

During FY 25-26 the Company has passed one (1) special resolution which was for the appointment of Mr. M. D. Ranganath (DIN: 07565125) as a Non-Executive and Independent Director of the Company, through the Postal Ballot Notice dated February 12, 2026.

Procedure for Postal Ballot:

The procedure prescribed under Section 110 of the Companies Act, 2013 read with the Companies (Management and Administration) Rules, 2014, Secretarial Standard 2, Regulation 44 of the Listing Regulations and the Ministry of Corporate Affairs, Government of India, General Circulars issued was followed for conduct of the Postal Ballot. The Company provided electronic voting facility to all its members, to enable them to cast their votes electronically. The Company had engaged the services of "KFin Technologies Limited", for the purpose of providing e-voting facility to all its Members. The Postal Ballot notices were sent to Members in electronic form to the e-mail Ids which were registered in the records of the Depository Participants/the Company's Registrar and Transfer Agent. The Company also published a notice in the newspaper declaring the details of completion of dispatch and other requirements as mandated under the Act and applicable Rules. Voting rights were reckoned on the paid-up value of the shares registered in the names of the Members as on the cut-off date. Members were requested to cast their vote electronically on or before the close of voting period. The scrutiniser submitted his report to Chairperson after the completion of scrutiny and the results of the Postal Ballot were then announced. The results of the Postal Ballot were submitted to the Stock Exchanges and displayed on the notice board at the Registered Office, on the Company's website at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/ and on the website of Kfin at https://evoting.kfintech.com/ pursuant to Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014. The last date specified by the Company for receipt of e-voting was deemed to be the date of passing of the resolutions.

Currently no resolution is proposed to be passed through Postal Ballot. However, if required, the same shall be passed in compliance with the provisions of Companies Act, 2013 and Listing Regulations and other applicable Laws.

Details of non-compliance by the Company, penalties and strictures imposed on the Company by the Stock Exchange or SEBI or any Statutory Authority, on any matter related to capital markets, during the last three years: There have been no instances of non-compliance by the Company on any matter related to Capital Markets.

Compliance with Mandatory Requirements:

The Company has complied with all the mandatory requirements of the provisions of the Listing Regulations. As regards the non- mandatory requirements the extent of compliance has been stated in this report against each item.

The Auditor's opinion on the financial statements is Unmodified.

Management Discussion and Analysis:

The Management Discussion and Analysis Report on the Company's activities during the financial year is published as part of the Company's Annual Report. This report has been placed before the Members of the Audit Committee.

Insider Trading:

Pursuant to Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, the Company has formulated a Code of Conduct for Prevention of Insider Trading and Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information ("Code"). The Code has been revised in line with the amendments to the Prohibition of Insider Trading Regulations, as amended from time to time. The amended Code has been hosted on the Company's website at: https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/. Pursuant to the Code, the Company has put in place adequate and effective system of internal controls to ensure compliance with the requirements of the Prohibition of Insider Trading Regulations.

Means of Communication:

Quarterly/half yearly/annual financial results are published in The Business Line (All India Edition) and PrajaVani (Bengaluru Edition). The Company's financial results and shareholding pattern are also displayed on the Company's website at: https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/ and are also notified to the Stock Exchanges as required under the Listing Regulation. Shareholding pattern, Compliance on Corporate Governance and other Corporate Announcement are uploaded in the NSE Electronic Application Processing System (NEAPS) and in BSE Listing Centre website. The website also displays official news releases and the presentations made to the institutional investors, if any.

Shareholders:

Details of the Directors seeking appointment/re-appointment at the ensuing AGM are provided in the Notice convening the AGM.

Secretarial Audit for Reconciliation of Capital:

Secretarial Audits were carried out periodically by a qualified Practicing Company Secretary for reconciling the total admitted capital with National Securities Depository Limited (NSDL) and Central Depository Services (India)

Limited (CDSL) and the total issued and listed capital. The audit confirms that the total issued/paid up capital agrees with the total number of Shares held in physical form and the total number of dematerialised shares held with NSDL and CDSL. This audit is carried out every quarter and the report thereon are submitted to the Stock Exchanges and is also placed before the Board of Directors.

NON-MANDATORY REQUIREMENTS

Chairperson's Office:

The Company has a Non-Executive Independent Director as Chairperson. However, no separate Chairperson's office is maintained at the Company's expense. The Company has separate positions for Chairperson and Managing Director.

Shareholders' Rights:

Quarterly/half yearly/annual financial results are published in English Newspaper having a circulation all over India and in Kannada newspaper (having circulation in Bengaluru). Significant events of the Company are being disclosed to the Stock Exchanges from time to time. The Company's financial results, shareholding pattern and other corporate announcements are also displayed in the Company's website: https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/ and are also notified to the Stock Exchanges as per the provisions of the Listing Regulations. The Company also displays in their website, the quarterly report sent to the Stock Exchanges on the Compliance on Corporate Governance, Shareholding Pattern, Quarterly Financial Results and other Corporate Announcements. The Shareholding Pattern, Corporate Governance details and other Quarterly Compliances and Corporate Announcements are uploaded in the NSE Electronic Application Processing System (NEAPS) and in BSE Listing Centre website.

Audit qualifications:

During the financial year under review, there were no qualifications, reservations or adverse remarks made by the Statutory Auditors/ Secretarial Auditors in their respective Reports.

Reporting of Internal Auditor:

The Company has an in-house Internal Auditor and reports to the Audit Committee.

GENERAL SHAREHOLDER INFORMATION:

Annual General Meeting	August 26, 2026 at 10:30 am (IST) over Video Conference ("VC")/ Other Audio-Visual Means ("OAVM"). For details, please refer Notice of the AGM
Record Date (for Dividend)	July 17, 2026
E-voting period	Starts at 9.00 am (IST) on August 23, 2026 and ends at 5.00 pm (IST) on August 25, 2026.
Dividend payment date	The dividend, if approved shall be paid/dispatched to the shareholders within 30 days from the date of Annual General Meeting of the Company.
Financial Results calendar (Tentative)	1st Quarter Results : On or before August 14, 2026 2nd Quarter Results : On or before November 14, 2026 3rd Quarter Results : On or before February 14, 2027 4th Quarter & Annual Results : On or before May 30, 2027
Listing on Stock Exchanges	National Stock Exchange of India Limited (Stock Code –3MINDIA) BSE Limited (Stock Code - 523395)
International Securities Identification Number	INE470A01017
Corporate Identification Number	L31300KA1987PLC013543

The Company has paid Annual Listing fees, as prescribed, to the National Stock Exchange of India Limited and BSE Limited.

Annual Custody / Issuer Charges:

The Company has paid the Annual Custody fees to Central Depository Services Limited (CDSL) and to National Securities Depository Limited (NSDL).

Registrar & Share Transfer Agent:

Share registration and other investor related activities are carried out by the Registrar and Transfer Agent, KFin Technologies Limited for both Physical and Demat securities. Their address is furnished below:

KFin Technologies Limited

KFinTech Selenium Tower B, Plot 31 & 32, Financial District, Nanakramguda, Serlingampally Mandal, Gachibowli, Hyderabad – 500 032,

Ph: 040-67161524.

E-mail: einward.ris@kfintech.com

Website: https://www.kfintech.com

Share Transfer System & Dematerialisation:

In accordance with Regulation 40 of the SEBI Listing Regulations, as amended, the Company has stopped accepting any fresh transfer requests for securities held in physical form. Accordingly, securities of listed companies can be transferred only in dematerialised form. Dematerialisation of holdings will curb fraud in physical transfer of securities by unscrupulous entities and improve ease, convenience and safety of transactions for investors. Further, SEBI has, vide its circular dated January 25, 2022, mandated companies to issue its securities in demat form only while processing various service requests such as issue of duplicate share certificates, sub-division, consolidation, transmission, etc. to enhance ease of dealing in securities markets by investors. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR – 4. In view of the aforesaid, Members who are holding shares in physical form are hereby requested to convert their holdings in electronic mode to avail various benefits of dematerialisation. All requests for the dematerialisation of shares, which are in order, are processed within 21 days and the confirmation is given to the respective depositories, i.e., National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL).

Transfer of Shares to IEPF:

Pursuant to applicable provisions of the Companies Act, 2013 (the Act) read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 (including any statutory modification(s) or reenactment(s) thereof for the time being in force) (IEPF Rules), all unpaid or unclaimed dividends are required to be transferred by the Company to the Investor Education and Protection Fund (IEPF) established by the Central Government, after completion of 7 (seven) years from the date of transfer to Unclaimed Dividend Account of the Company.

Shareholders may note that both the unclaimed dividend and corresponding shares will be transferred to IEPF after completion of seven (7) years, including all benefits accruing on such shares, if any, can be claimed from IEPF following the procedure prescribed in the IEPF Rules. No claims shall lie against the Company in respect of unclaimed dividend amounts and shares transferred to the IEPF.

Details of shareholders in respect of which dividend had not been claimed, are provided on the website of the Company at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/.

Top Ten (10) Members of the Company as on March 31, 2026:

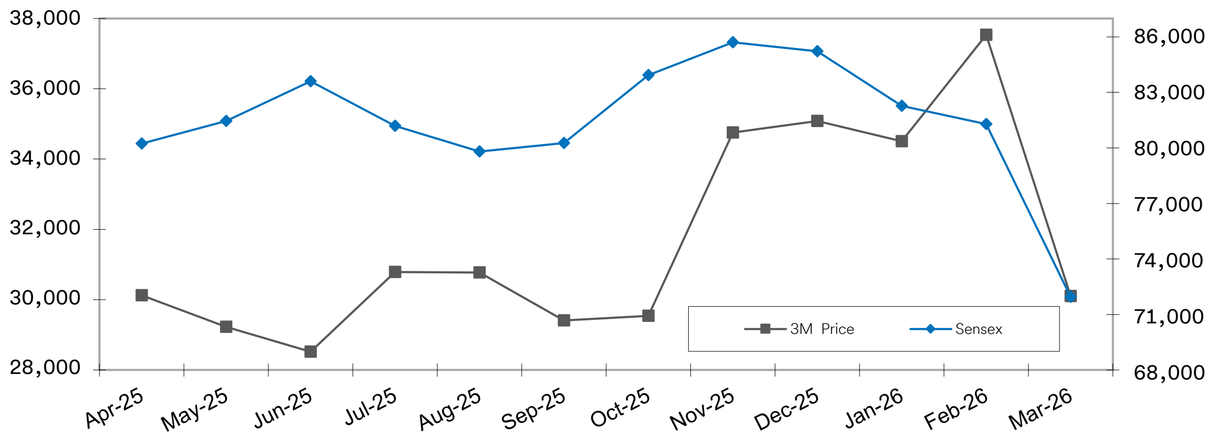
Name of the Members	No. of shares held	% to paid-up capital	Category
3M Company	84,48,802	75.00	Foreign Promoter
Bright Star Investments Pvt Ltd	166,700	1.48	Company
HDFC Life Insurance Company Ltd	75,000	0.67	QIB
Mirae Asset Midcap Fund	73,441	0.65	Mutual Fund
Canara Robeco Mutual Fund (a/c Canara Robeco Emerging Equities)	69,545	0.62	Mutual Fund
Nippon Life India Trustee Ltd (a/c Nippon India Focus Fund)	64,665	0.57	Mutual Fund
Nippon Life India Trustee Ltd (a/c Nippon India Growth Mid Cap Fund)	60,000	0.53	Mutual Fund
Bandhan Large & Mid Cap Fund	59,413	0.53	Mutual Fund
Axis Mutual fund Trustee Ltd (a/c Axis Mutual & a/c Axis Midcap Fund)	56,624	0.50	Mutual Fund
Nippon Life India Trustee Ltd (a/c Nippon India Multi Cap Fund)	56,067	0.49	Mutual Fund
TOTAL	**91,30,257**	**81.04**	

Stock Market Price Data for FY 25-26:

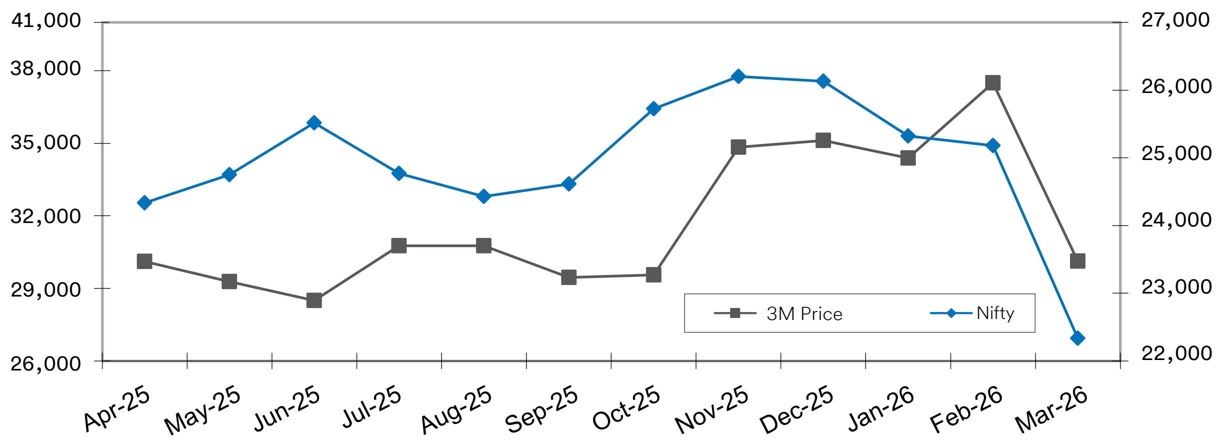
Month	BSE Limited (BSE)			National Stock Exchange of India Limited (NSE)		
	High (₹)	Low (₹)	No. of Shares traded	High (₹)	Low (₹)	No. of Shares traded
April 2025	30,999	26,800	2,997	31,160	26,820	83,044
May 2025	30,651	28,433	3,521	30,580	27,830	92,594
June 2025	30,304	28,300	3,070	30,300	28,275	60,341
July 2025	32,087	28,400	13,160	32,090	28,380	1,58,346
August 2025	32,427	30,000	4,319	32,195	30,015	1,46,460
September 2025	31,590	28,768	5,053	31,590	28,765	1,04,185
October 2025	30,250	28,845	2,051	30,250	28,845	53,747
November 2025	36,958	29,500	14,231	37,000	29,490	4,45,040
December 2025	35,950	33,662	3,087	35,950	33,490	79,495
January 2026	37,385	32,775	3,392	37,305	32,750	75,723
February 2026	38,300	33,750	5,372	38,030	33,705	1,10,395
March 2026	37,000	30,010	14,660	36,975	29,980	78,129

Stock Performance

BSE Sensex Vs 3M India Limited's Share Price (Monthly Closing Price)



NSE- Nifty Vs 3M India Limited's Share price (Monthly Closing Price)



Consolidated Shareholding Pattern as on March 31, 2026:

Category	No. of Holders	Total No. of Shares	% to Equity
Foreign Promoters[1]	1	84,48,802	75.00
Resident Individuals	27,431	10,77,981	9.57
Mutual Funds	109	8,30,989	7.38
Foreign Portfolio - Corp	188	3,96,397	3.52
Bodies Corporates	413	2,94,951	2.62
Qualified Institutional Buyer	13	88,643	0.79
H U F	978	47,570	0.42
Non Resident Indian (Non Repatriable)	810	42,571	0.38
Non Resident Indians	757	17,939	0.16
Alternative Investment Fund	14	17,531	0.16
NBFC	3	1,400	0.01
Trusts	6	194	0.00
Insurance Companies	1	60	0.00
Clearing Members	2	21	0.00
Nationalised Banks	1	20	0.00
Key Management Personnel	1	1	0.00
Total	**30,728**	**1,12,65,070**	**100.00**

1. None of Foreign Promoter Shares has been pledged as on March 31, 2026

Pursuant to SEBI Circular No. Cir/ISD/3/2011 dated June 17, 2011, the Company has 100% of Promoters' shareholding in dematerialised Form.

Summary of Shareholding as on March 31, 2026:

Category	No. of Holders	Total No. of Shares	% to Equity
Physical	540	34,266	0.30
N S D L	17,502	1,06,45,532	94.51
C D S L	12,686	5,85,272	5.19
Total	**30,728**	**1,12,65,070**	**100.00**

Distribution Schedule as on March 31, 2026:

Category	Total Shares	No. of Cases	% to Cases	Amount (₹)	% to Amount
1-5000	6,27,879	30,306	98.63	62,78,790	5.57
5001-10000	1,21,243	166	0.54	12,12,430	1.08
10001-20000	1,40,475	102	0.33	14,04,750	1.25
20001-30000	95,960	38	0.12	9,59,600	0.85
30001-40000	49,531	14	0.05	4,95,310	0.44
40001-50000	64,355	14	0.05	6,43,550	0.57
50001-100000	3,43,706	47	0.15	34,37,060	3.05
100001 and above	98,21,921	41	0.13	9,82,19,210	87.19
Total	**1,12,65,070**	**30,728**	**100.00**	**11,26,50,700**	**100.00**

Dematerialisation of Shares and Liquidity:

99.70 % of the total equity capital was held in dematerialised form as on March 31, 2026.

Outstanding GDRs / Warrants, Convertible Bonds, conversion date and likely impact on equity: Not Applicable

Plant Locations:

1. Plot No. 48-51, Electronic City, Hosur Road, Bengaluru – 560 100.
2. Plot No. 8, Moraiya Industrial Area; Tal Sanand, Sarkhej Bavla Highway, Ahmedabad –382 213.
3. Plot No. B-20, MIDC; Ranjangaon Industrial Area, Shirur Taluka, Pune- 412 210.

Commodity Price Risks or Foreign Exchange Risks and Hedging Activities:

The Company has adequate risk assessment and minimisation system in place for foreign exchange. The foreign exchange risk is reviewed periodically. The Company does not have material exposure of any commodity as well as foreign exchange and accordingly, no hedging activities for the same is carried out.

Directors and Officers (D&O) Insurance for Directors:

In line with the requirements of Regulation 24(10) of SEBI Listing Regulations, the Company has taken Directors and Officers Insurance (D&O) for all its Directors and Members of the Senior Management and other Personnel of the Company.

Other Disclosures:

- There is no relation between directors, inter-se. The Board has received disclosures from the Senior Management that there is no material, financial or commercial transactions, where they and / or their relatives have personal interest. There are no materially significant related party transactions of the Company, which have potential conflict with the interest of the Company at large. The transactions with related parties as per requirements of applicable Accounting Standards are disclosed under notes to accounts.
- All transactions with related parties, as defined under the Companies Act, 2013, the Listing Regulations, during the year were in ordinary course of business and at arm's length basis and do not attract provisions of Section 188 of the Companies Act, 2013. The Board has approved a policy on dealing with related party transactions and the same is available on the Company's website at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/.
- The Board has approved Whistle Blower Policy / Vigil Mechanism pursuant to the provisions of the Companies Act, 2013 and the Listing Regulations, the same is available on the website at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/. As per the Policy no personnel has been denied access of the Audit Committee.
- There have been no instances of any non compliance and no penalties or strictures have been imposed on the Company on any matter relating to the capital markets, either by Stock Exchanges, Securities and Exchange Board of India or any such related statutory authority during the last three years.
- The Company has adopted and complied with mandatory requirements as per provisions of the Listing Regulations. Some of the non-mandatory requirements have also been complied with.
- The requisite certificate from CEO/MD and CFO were placed before the Board Meetings for consideration.
- During the financial year, there was no instance where the Board has not accepted any recommendation of any Committees of the Board.
- The Company has not obtained any Credit Ratings during the year.
- Securities of the Company were not suspended from trading during the year.
- The Company has not raised any funds through Preferential Allotment or Qualified Institutional Placement during the financial year ended March 31, 2026
- The Company has complied with the Corporate Governance requirements specified in Regulations 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the Listing Regulations.
- The Company does not have any subsidiary and therefore Regulation 24 is not applicable to the Company.
- The Company does not have a Material Subsidiary as on March 31, 2026. 'Policy on Determination of 'Material' Subsidiary is has been uploaded on the Company's website - https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/
- The Company has formulated the Dividend Distribution Policy as required under Regulation 43A of the Listing Regulations and the same is annexed to this report and also available on the website of the Company.
- Disclosures required under the Sexual Harassment of Women at workplace (Prevention, Prohibition and Redressal) Act, 2013 have been included in the Board's Report which forms part of the Annual Report.
- Total fees paid by the Company to the Statutory Auditors and all the entities in their network firm/network entities for all services rendered by them during FY 25-26 is ₹ 2.09 crores.
- In reference to Schedule III, Para A, Clause 5A of the Listing Regulations, there are no agreement impacting management or control of the Company or imposing any restriction or create any liability upon the Company.

Address for correspondence:

Registered Office: Plot Nos. 48-51, Electronic City, Hosur Road, Bengaluru – 560100.

Corporate Office: 5th Floor Marksquare, 61, St Marks Road, Bengaluru – 560001.

Designated e-mail id for redressal of investor complaints: investorhelpdesk.in@mmm.com

Compliance Officer:

Mr. Pratap Rudra Bhuvanagiri: Inquiries, if any, may be addressed to the Compliance Officer.

CEO / CFO CERTIFICATION

We the undersigned, in our respective capacities as Managing Director and Chief Financial Officer of 3M India Limited ("the Company") certify that:

A. We have reviewed Financial Statements and the Cash Flow Statement for the year ending March 31, 2026 and that to the best of our knowledge and belief, we state that:

   1. these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;

   2. these statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.

B. We further state that to the best of our knowledge and belief there are no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the Company's code of conduct.

C. We are responsible for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting and have disclosed to the auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.

D. We have indicated to the Auditors and the Audit committee:

   1. Significant changes in internal control over financial reporting during the financial year;

   2. Significant changes in Accounting Policies during the financial year and that the same have been disclosed in the notes to the financial statements; and

   3. Instances of significant fraud of which we have become aware and the involvement therein, if any, of the management or an employee having a significant role in the Company's internal control system over financial reporting.

On behalf of the Board of Directors

Aseem Joshi
Managing Director
DIN: 07504624

Nikhil Arora
Chief Financial Officer

Place: Bengaluru
Date: May 22, 2026

CODE OF CONDUCT

The Company's Board has laid down a code of conduct for all Board Members and Senior Management of the Company. The code of conduct is available on the website of the Company at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/. Requisite annual affirmations of compliance with respective codes have been made by the Directors and Senior Management of the Company for the period April 1, 2025 to March 31, 2026.

The Certificate by the MD/CEO of the Company concerning compliance with the Code of Conduct for Directors and Senior Management is given below:

Code of Conduct for Directors and Senior Management MD / CEO Confirmation

I hereby confirm that:

The Company has obtained from the Directors and Senior Management Personnel affirmation that they have complied with the above code for and in respect of, the financial year ended March 31, 2026.

Aseem Joshi
Managing Director
DIN: 07504624

Place: Bengaluru
Date: May 22, 2026

CERTIFICATE OF COMPLIANCE

Certificate from Mr. Vijayakrishna K.T, Practising Company Secretary, Bengaluru confirming compliance with the conditions of Corporate Governance as stipulated under Regulation 34 (3) of the Listing Regulations read with Schedule V is attached to the Board's Report forming part of the Annual Report. This Certificate shall be forwarded to the Stock Exchanges where the securities of the Company are listed.

On behalf of the Board of Directors

	Aseem Joshi	**Jayanand Kaginalkar**
Place: Bengaluru	Managing Director	Whole-time Director
Date: May 22, 2026	DIN: 07504624	DIN: 07904558

AUDITOR'S CERTIFICATE ON COMPLIANCE WITH THE CONDITIONS OF CORPORATE GOVERNANCE UNDER SEBI (LISTING OBLIGATION & DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

To
The Members
3M India Limited
Plot No 48-51, Hosur Road,
Electronic City, Bengaluru,
Karnataka, 560100

I have examined the compliance of the conditions of Corporate Governance by 3M India Limited for the year ended March 31, 2026 as stipulated in Chapter IV of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The compliance of the conditions of Corporate Governance is the responsibility of the Management. My examination was limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In my opinion and to the best of my information and explanations given to me, I certify that the Company has complied with the conditions of Corporate Governance as stipulated in the provisions of Chapter IV of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. I further state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

Vijayakrishna KT
Practising Company Secretary
M. No: 1788 C.P. No: 980
UDIN: F001788H000445044
Peer Review Certificate No. 1883/2022

Place: Bengaluru
Date: May 22, 2026

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI [Listing Obligations and Disclosure Requirements] Regulations, 2015)

To
3M India Limited
Plot No 48-51, Hosur Road,
Electronic City, Bengaluru,
Karnataka, 560100

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of 3M India Limited (hereinafter referred to as 'the Company') having CIN L31300KA1987PLC013543 and having Registered Office at Plot No. 48-51, Electronic City, Hosur Road, Bengaluru – 560100, Karnataka, produced before me by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time.

In my opinion and to the best of my information and according to the verifications (including Directors Identification Number ('DIN') status at the portal www.mca.gov.in) as considered necessary and explanations furnished to me by the Company & its officers, I hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ended on March 31, 2026 has been debarred or disqualified from being appointed or continuing as Directors of Companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

Sr. No.	Name of Director (Messrs)	DIN	Date of appointment in the Company
1	Radhika Govind Rajan	00499485	27/05/2016
2	Narumanchi Venkata Sivakumar	03534101	15/07/2024
3	Dwarakanath Ranganath Mavinakere	07565125	02/02/2026
4	Kong Sau Wai Elizabeth	10879418	01/01/2025
5	Jung Hyun Kim	10954275	01/04/2025
6	Ramadurai Ramesh	07109252	27/03/2015
7	Jayanand Vasudeorao Kaginalkar	07904558	01/04/2025

Ensuring the eligibility of for the appointment/continuity of every Director on the Board is the responsibility of the Management of the Company. My responsibility is to express an opinion on these based on my verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

Vijayakrishna KT
Practising Company Secretary
M. No: 1788 C.P. No: 980
UDIN: F001788H000445044
Peer Review Certificate No. 1883/2022

Place: Bengaluru
Date: May 22, 2026

ANNEXURE 'C' TO THE REPORT OF THE BOARD OF DIRECTORS

Business Responsibility & Sustainability Reporting

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity

1.	Corporate Identity Number (CIN) of the Listed Entity	L31300KA1987PLC013543
2.	Name of the Listed Entity	3M INDIA LIMITED
3.	Year of incorporation	1987
4.	Registered office address	Plot Nos. 48-51, Electronic City, Hosur Road, Bengaluru - 560 100
5.	Corporate address	MARKSQUARE, 5th Floor, St. Marks Road, Shanthala Nagar, Ashok Nagar, Bengaluru, Karnataka 560001
6.	E-mail	investorhelpdesk.in@mmm.com
7.	Telephone	+91-80-2223 1414
8.	Website	https://www.3mindia.in
9.	Financial year for which reporting is being done	April 1, 2025 to March 31, 2026
10.	Name of the Stock Exchange(s) where shares are listed	BSE Limited and National Stock Exchange of India Limited
11.	Paid-up Capital (INR)	112,650,700
12.	Details of the person who may be contacted in case of any queries on the BRSR report	Ms. Smitha Gopalkrishnan +91 80-2223-1414 sgopalkrishnan@mmm.com
13.	Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together)?	Standalone
14.	Name of assurance provider	Intertek India Private Limited
15.	Type of assurance obtained	Reasonable Assurance

II. Products/services

16. Details of business activities (accounting for 90% of the turnover):

Sr. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1.	Manufacturing	Other Manufacturing	59%
2.	Trading	Wholesale Trading	41%

17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

Sr. No.	Product/Service	NIC Code	% of total Turnover contributed
1.	Transportation & Electronics products	3290	36%
2.	Safety & Industrial products	3290	32%
3.	Healthcare products	3290	20%
4.	Consumer products	3290	11%
5.	Others (Exports)	3290	1%

III. Operations

18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	3	2	5
International	0	0	0

19. Markets served by the entity

a. Number of locations

Locations	Number
National (No. of States)	36
International (No. of Countries)	21

b. What is the contribution of exports as a percentage of the total turnover of the entity?

0.99%

c. A brief on types of customers

(i) **Business to Business (B2B):** 3M India Limited ("3M India") serves a diverse B2B customer base, including Original Equipment Manufacturers (OEMs), construction and infrastructure companies, hospitals and clinics, industrial facilities, electronics and telecommunication companies, automotive manufacturers and aftermarket dealers, as well as the aerospace sector.

(ii) **Business to Consumer (B2C):** 3M India markets a range of consumer products directly to end-users, including Scotch-Brite® scrub pads, Command™ strips, Scotch® tapes, Post-it® notes, respirators and car care products.

IV. Employees

20. Details as at the end of Financial Year:

a. Employees and workers (including differently abled):

Sr. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
Employees						
1.	Permanent (D)	930	769	83%	161	17%
2.	Other than permanent (E)	234	204	87%	30	13%
	Total Employees (D+E)	**1,164**	**973**	**84%**	**191**	**16%**
Workers						
4.	Permanent (F)	343	307	90%	36	10%
5.	Other than permanent (G)	1023	929	91%	94	9%
	Total Workers (F+G)	**1,366**	**1,236**	**90%**	**130**	**10%**

b. Differently abled Employees and workers:

Sr. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
Employees						
1.	Permanent (D)	1	1	100%	0	0%
2.	Other than permanent (E)	0	0	0%	0	0%
	Total Employees (D+E)	**1**	**1**	**100%**	**0**	**0%**
Workers						
4.	Permanent (F)	1	1	100%	0	0%
5.	Other than permanent (G)	1	1	100%	0	0%
	Total Workers (F+G)	**2**	**2**	**100%**	**0**	**0%**

Notes:

Only blue-collar workers are considered under "permanent workers," while "permanent employees" include those not directly engaged in production such as corporate, sales, R&D, support functions and Manufacturing and Engineering (M&E) staff.

Data on differently abled is based on the voluntary disclosures shared by employees/workers with the entity.

21. Participation/Inclusion/Representation of women:

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	7	3	43%
Key Management Personnel	4	0	0%

22. **Turnover rate for permanent employees and workers (Disclose trends for the past 3 years):**

	FY 26 (Turnover rate in current FY)			FY 25 (Turnover rate in previous FY)			FY 24 (Turnover rate in the year prior to the previous FY)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	8%	11%	9%	10%	17%	11%	19%	19%	19%
Permanent Workers	3%	7%	3%	2%	12%	3%	2%	17%	2%

Note: *Turnover includes those who left the entity voluntarily, separation due to under performance, workforce reduction, retirement and death in service.*

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23. **(a) Names of holding / subsidiary / associate companies / joint ventures:**

Sr. No.	Name of the holding / subsidiary / associate companies / joint ventures(A)	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes / No)
1.	3M Company	Holding	-	Yes

VI. CSR Details

24. **(i) Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No):** Yes.

(ii) Turnover (in ₹): 5,089.76 crores

(iii) Net worth (in ₹): 1,768.15 crores

VII. Transparency and Disclosures Compliances

25. **Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:**

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY25-26 Current Financial Year			FY24-25 Previous Financial Year		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes, community grievances are addressed through direct engagement channels (email and NGO partners) and regular field interactions with local stakeholders. Concerns are monitored through third-party assessments and integrated into programme design for timely resolution.	0	0	None	0	0	None
Investors (other than shareholders)	Yes, investors may reach 3M India through a dedicated investor helpdesk for addressing their queries and concerns. [Contact information of the designated officials of the company].	0	0	None	0	0	None

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY25-26 Current Financial Year			FY24-25 Previous Financial Year		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Shareholders	Yes, 3M India shareholders may reach the entity or registrar and share transfer agent. Contact information of the designated officials of the company	142	0	6 pending complaints as on March 31st 2025 were resolved in April 2025 and included in FY 25-26 disclosures.	133	6	The pending complaints as on March 31st 2025, were resolved in the first week of April 2025.
Employees and workers	Yes, 3M India provides a dedicated platform, *3MEthics.com*, through which employees and workers can report concerns or grievances, including the option to do so anonymously. EthicsPoint - 3M	49	10	The pending cases follow 3M's standard Ethics and Compliance investigation protocol and will be resolved in due course.	51	24	The pending cases follow 3M's standard Ethics and Compliance investigation protocol and will be resolved in due course.
Customers	Yes, for 3M India, customer grievances are addressed through an online portal called Customer Issue Resolution portal. Every customer has unique access to this portal to log complaints and view the status for resolution. The average cycle time to address queries is <=10 days.	8,928	0	None	7,847	1	None
Value chain partners	Yes, value chain partners are covered under 3M India's grievance redressal framework through *3MEthics.com*, which enables the registration of complaints, including anonymous submissions by non-employees. EthicsPoint - 3M	0	0	None	0	0	None
Others (please specify)	-	-	-	-	-	-	-

26. Overview of the entity's material responsible business conduct issues:

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same approach to adapt or mitigate the risk along with its financial implications, as per the following formats.

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1.	Innovation and commercialisation	Opportunity	Our New Product Introduction (NPI) process provides a robust framework to develop products from ideas to launch. Throughout, we identify ways to maximise growth opportunities by delivering against customer needs. One way we do this is through the Sustainability Value Commitment (SVC) for new products. An SVC helps teams understand how sustainability may play a role in customer-relevant product differentiation in the product development process and drive business growth. For example: Reduction of waste, energy use and water use; reusability, recyclability and the use of recycled materials; third-party eco-label or certification and responsible sourcing.	-	Embedding sustainability early in the NPI process may improve 3M's finances, increasing the likelihood of new products aligning with evolving customer and market demand, cutting production costs, ensuring regulatory compliance, reducing legal risks and enhancing brand reputation, driving sustainable growth and profitability.
2.	Innovation and commercialisation	Risk	Any health and safety incident related to our products poses a risk of injury or harm to our customers, which can lead to legal liabilities, damage to our brand reputation and financial losses.	By continuously improving product safety standards, implementing rigorous testing protocols and swiftly addressing any issues through transparent communication and prompt recalls, if necessary, we can mitigate risks, protect customer trust and reinforce our commitment to safety and quality. The entity provides a TDS (Technical Data Sheet) and an MSDS (Material Safety Data Sheet) for each of its products which carry information on product usage, hazard status, storage conditions, shelf life and disposal methodologies.	Prioritising health and safety in our products and solutions helps build consumer trust, boosts product demand, strengthens brand reputation and avoids costly legal actions, while fostering confidence among stakeholders.

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
3.	Working conditions	Risk	Employee health and safety are important considerations for positive working environment. It poses a risk to the entity due to potential accidents, health issues, increased costs, reduced productivity and potential legal liabilities, impacting human resources and overall operational efficiency.	At 3M India, we prioritise employee health and safety with rigorous training, regular health screenings and strict compliance with safety regulations. We foster a culture of awareness, utilise advanced technologies and engage employees to ensure a safe and supportive workplace environment.	Focusing on employee health and safety creates a positive work environment that minimises medical expenses, avoids regulatory penalties and boosts productivity. By prioritising the well-being of our team, we not only enhance job satisfaction but also make 3M India an attractive place for talented individuals to join and stay.
4.	Community engagement	Risk	The impact of community health, safety and well-being issues on the entity include potential regulatory scrutiny, operational disruptions, reputational damage and legal liabilities, which can affect business continuity and stakeholder trust.	3M India has strong community engagement through its CSR programme. The entity's community philosophy is enshrined in the CSR policy which states that it seeks to engage in outcome-based CSR programmes that will impact and enrich the communities around its areas of operation. The interventions are mapped to the activities listed under Schedule VII of the Companies Act 2013 and to the Sustainable Development Goals (SDGs), broadly falling under the focus themes of STEM & Skilled Trades and Community Needs.	By actively supporting community health, safety and well-being, we can strengthen our brand reputation, ensure smooth operations and foster positive relationships with regulators. This commitment not only helps us avoid legal expenses but also demonstrates our dedication to being a responsible corporate citizen, enhancing the trust and goodwill of the communities we serve.
5.	Climate	Risk	Climate change may adversely impact 3M India's operations, supply chain and financial performance through increased exposure to extreme weather events, resource constraints, regulatory changes, carbon reduction requirements and evolving stakeholder expectations.	3M India has undertaken initiatives to mitigate climate-related risks through renewable energy transition, water stewardship, circularity and waste reduction programmes and sustainable value chain management.	By proactively managing climate-related risks, we can optimise operational costs, avoid regulatory fines and safeguard against disruptions. This approach not only protects our financial health but also demonstrates our commitment to environmental stewardship.

Sr. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
6.	Water	Risk	Operating in a water-stressed area poses a significant risk to 3M India's operations due to the potential scarcity of a critical resource. Water stress can lead to restrictions on water usage, increased costs for water and potential conflicts with local communities and other water users. It can also impact 3M India's ability to expand or maintain operations in the region.	3M's 2025 global manufacturing locations were evaluated using the Aqueduct™ Water Risk Atlas stress- level screening tool, Aqueduct 4.0. Over 100 3M locations were analysed, with 10 identified as being in "extremely high" or "high" water-stressed areas. The 10 locations account for 1.2% of 3M's total water use. Manufacturing locations include those with annual water use equal to or greater than 1,000 cubic meters. To mitigate this risk, 3M India initiated a water conservation and management programme in Shirur Taluka where its manufacturing site is located (Ranjangaon) to develop sustainable water resources and infrastructure. This includes watershed interventions, rainwater harvesting and community engagement to build local water management capabilities. By elevating water levels in aquifers and enhancing irrigation, the entity is working to secure its water supply and support the local community.	Effectively managing this risk allows us to maintain optimal operational costs, comply with water resource regulations and enhance the goodwill of the communities we serve.
7.	Corporate Ethics	Risk	Unethical conduct, non-compliance, or inadequate transparency could expose 3M India to legal, regulatory, financial and reputational risks, impacting stakeholder confidence and business continuity.	3M India mitigates risks through robust compliance programmes, regular audits, comprehensive ethical training, fostering a culture of integrity and transparent communication with stakeholders.	Embracing strong ethics and compliance safeguards our reputation, avoids fines and boosts investor confidence, fostering trust and transparency with all our stakeholders.
		Opportunity	Implementing ethical and transparent business practices enhance trust, attracts stakeholders and strengthens corporate governance at 3M India, driving sustainable growth and leadership in the marketplace.	-	Ethical and transparent practices enhance brand reputation, attract loyal stakeholders, reduce operational risks for 3M India.

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

<table>
<tr><th colspan="3">Disclosure Questions</th><th>P1</th><th>P2</th><th>P3</th><th>P4</th><th>P5</th><th>P6</th><th>P7</th><th>P8</th><th>P9</th></tr>
<tr><td colspan="12">Policy and management processes</td></tr>
<tr><td>1.</td><td>a.</td><td>Whether your entity's policy/ policies cover each principle and its core elements of the NGRBCs. (Yes / No)</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td></tr>
<tr><td></td><td>b.</td><td>Has the policy been approved by the Board? (Yes/No)</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td></tr>
<tr><td></td><td>c.</td><td>Web Link of the Policies, if available</td><td colspan="9">https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/</td></tr>
<tr><td>2.</td><td colspan="2">Whether the entity has translated the policy into procedures. (Yes / No)</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td></tr>
<tr><td>3.</td><td colspan="2">Do the enlisted policies extend to your value chain partners? (Yes/No)</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td><td>Yes</td></tr>
<tr><td>4.</td><td colspan="2">Name of the national and international codes/ certifications/ labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.</td><td colspan="9">P1- : 3M Company's Code of Conduct establishes the guiding principles for ethical, transparent and accountable business conduct. The Company aligns with internationally recognised frameworks, including the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights (UNGP), the Equal Employment Opportunity Commission (EEOC), the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the Organisation for Economic Co-operation and Development (OECD) guidelines and the United Nations Convention Against Corruption.

P2- 3M Company has voluntarily adopted the Globally Harmonised System (GHS) for the classification, labelling and safety data sheets (SDS) of hazardous chemicals, ensuring alignment with global standards and providing comprehensive environmental, health and safety information to customers.

P3-All 3M India manufacturing sites are certified to ISO 45001:2018 for Occupational Health and Safety Management Systems.

P4- 3M Company is a participant of the United Nations Global Compact (UNGC) and is committed to aligning its strategies and operations with the UNGC principles on human rights, labour, environment and anti-corruption.

P5- 3M Company adheres to and supports globally recognised human rights frameworks, including:
• United Nations Global Compact (UNGC)
• Universal Declaration of Human Rights (UNHR)
• United Nations Guiding Principles on Business and Human Rights (UNGP)
• International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work
• OECD Guidelines for Multinational Enterprises, including OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas

P6- All 3M India manufacturing sites are certified to ISO 14001:2015 for Environmental Management Systems.

P7- 3M Company collaborates with the United Nations Framework Convention on Climate Change (UNFCCC) to support and advance the United Nations Sustainable Development Goals (SDGs).

P8-3M Company engages with UNFCCC initiatives to further its commitment towards achieving the United Nations Sustainable Development Goals (SDGs).

P9- 3M India is certified to ISO 9001: 2015 for Quality Management Systems.</td></tr>
</table>

<table>
<tr><th colspan="2">Disclosure Questions</th><th>P1</th><th>P2</th><th>P3</th><th>P4</th><th>P5</th><th>P6</th><th>P7</th><th>P8</th><th>P9</th></tr>
<tr><td colspan="11">Policy and management processes</td></tr>
<tr><td>5.</td><td>Specific commitments, goals and targets set by the entity with defined timelines, if any.</td><td colspan="9">3M Company's sustainability strategy is anchored around three sustainability pillars:
• Science for Circular
• Science for Climate
• Science for Community
Accordingly, 3M India has identified a set of priorities and leading Indicators to drive value across its stakeholders:
<table>
<tr><th>ESG Priorities</th><th>Leading performance indicator</th></tr>
<tr><td colspan="2">Environment / Climate Action</td></tr>
<tr><td>Energy Transition –
Reducing greenhouse gas emissions through increased adoption of renewable energy and continued energy-efficiency improvements.</td><td>Increasing the share of renewable electricity in its operations</td></tr>
<tr><td>Water Stewardship –
Improving water efficiency, optimising operational processes and exploring opportunities for water conservation and reuse.</td><td>Reducing water intensity across manufacturing operations</td></tr>
<tr><td>Circularity & Waste Reduction –
Improving material efficiency through reduced waste generation and increased use of recycled content in products and packaging, where technically feasible.</td><td>Improve waste recovery and disposal intensity across manufacturing operations</td></tr>
<tr><td colspan="2">Social / Employee Health, Safety and Well-being</td></tr>
<tr><td>Investing in employee health, safety and well-being programmes while improving workforce diversity and representation.</td><td>Increase representation of women across the company</td></tr>
<tr><td colspan="2">Governance/ Sustainable Value Chain</td></tr>
<tr><td>Strengthening resilience & competitive differentiation across the value chain by expanding sustainability capabilities across our key suppliers.</td><td>Coverage across Tier 1 suppliers</td></tr>
</table></td></tr>
</table>

Disclosure Questions		P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes										
6.	Performance of the entity against specific commitments, goals and targets along-with reasons in case the same are not met.	During FY 25-26, 3M India continued to advance its sustainability agenda across these priorities - **Environment/ Climate action:** ● The entity made continued investments in resource-efficiency initiatives, including energy-efficient chillers, pumps, wastewater treatment systems and water recharge infrastructure. ● Renewable electricity consumption increased to 18,256 GJ during the year. ● Improved resource efficiency through focused sustainability initiatives – o Energy intensity in terms of physical output reduced by 15.4%. o Water intensity in terms of physical output reduced by 16.4% compared to the previous year. o 54% of total waste generated was recycled, reused, or recovered, while less than 1% was sent to landfill ● Increased recycled content in packaging by 21.1% year-on-year. ● 100% compliance with Extended Producer Responsibility (EPR) obligations across plastics, e-waste, batteries and used oil. **Social / Employee Health, Safety and Well-being** ● Employee well-being expenditure, as a percentage of revenue, increased by 23% year-on-year. ● Gross wages paid to women, as a percentage of total wages, increased to 14.7%, reflecting progress toward greater gender representation. **Governance/ Sustainable Value Chain** ● Continued implementation of responsible sourcing practices, with 11% of input materials sourced from local suppliers in India covered under Supplier Responsibility Code assessments.								
	Governance, leadership and oversight									
7.	Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)	At 3M India, sustainability is a critical value driver embedded within our business strategy, guided by our global priorities of Science for Circular, Science for Climate and Science for Community. In FY 25–26, we continued to advance our sustainability agenda through focused initiatives on resource efficiency, sustainable operations and community programmes. We have made consistent progress in areas such as renewable energy adoption, waste reduction and water circularity, while also strengthening ESG governance through enhanced use of technology and data transparency. Recognising evolving regulatory expectations, we remain committed to continuously improving our ESG performance. Through our BRSR disclosures, we reaffirm our commitment to transparency, accountability and long-term value creation for our stakeholders.								
8.	Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Aseem Joshi, Managing Director, 3M India Limited								
9.	Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details	Yes, The Managing Director is part of the 3M India ESG Council, a management-level committee responsible for overseeing sustainability and responsible business practices. The Council comprises representatives from across business groups and functions, ensuring enterprise-wide alignment. The Council meets quarterly to review ESG performance, assess emerging risks and opportunities and drive continuous improvement. Its key focus areas include strengthening ESG governance and risk management, increasing regulatory awareness, improving reporting transparency and efficiency, promoting sustainable operations and supply chain practices, advancing ESG initiatives and reinforcing a culture of ethics and compliance.								

10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director/Committee of the Board/Any other Committee	Frequency (Annually / Half yearly /Quarterly/ Any other-please specify)
Performance against above policies and follow up action	Yes	P1 - Quarterly
		P2 – Annually
		P3 – Half Yearly
		P4 - Half Yearly
		P5 - Quarterly
		P6 – Annually
		P7 - Annually
		P8 - Half Yearly
		P9 - Quarterly
Compliance with statutory requirements of relevance to the principles and rectification of any non-compliances	Yes	P1 - Quarterly
		P2 – Annually
		P3 – Half Yearly
		P4 - Half Yearly
		P5 - Quarterly
		P6 – Annually
		P7 - Annually
		P8 - Half Yearly
		P9 - Quarterly

11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.

Yes, the entity has carried out independent assessments by external agencies for Principle 3, 6, 8, 9.

Annual audits for all 3M India manufacturing sites were conducted by the BSI Group India.

1. ISO 14001: 2015 – Environment Management System
2. ISO 45001: 2018 – Occupational Health and Safety Management System
3. ISO 9001: 2015 Quality Management System

The entity's CSR policy was evaluated by Sattva Media and Consulting Pvt. Ltd.

12. If answer to question (1) above is “No” i.e. not all Principles are covered by a policy, reasons to be stated:

Not applicable.

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorised as “Essential” and “Leadership”. While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally and ethically responsible.

PRINCIPLE 1: BUSINESSES SHOULD CONDUCT AND GOVERN THEMSELVES WITH INTEGRITY AND IN A MANNER THAT IS ETHICAL, TRANSPARENT AND ACCOUNTABLE.

Essential Indicators

1. Percentage coverage by training and awareness programmes on any of the Principles during the financial year:

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	% of persons in respective category covered by awareness programmes
Board of Directors	10	Compliance topics are routinely included in the agenda for the entity's Board meetings. In FY 25-26, the 3M India Board received updates and presentations on the following topics to enhance their awareness and understanding: 1. 3M Code of Conduct 2. Whistleblower policy Additionally, the Managing Director, Whole-Time Director and Non-Executive Directors, being employees of 3M, participate in the all-employee legal and compliance training mandated by the 3M Global Ethics & Compliance Department. During FY 25-26, the following trainings programs and awareness sessions were completed - 1. Preventing Bribery and Corruption 2. Working with Third Parties 3. Data Privacy 4. Cybersecurity 5. Revenue Recognition 6. Code of Conduct Certification 7. Fair Dealings 8. Manager Dialogue Program (quarterly supervisor-led awareness sessions on various ethics and compliance topics, featuring actual case stories and examples depicting employee behavior and actions) Awareness communications and articles were sent to leaders and people leaders, covering the following topics: 1. Third Party Risks 2. Managing Conflicts of Interest 3. Leaders set the Tone 4. Revenue Recognition 5. Leaders Role in Compliance Culture Awareness communications and articles were also sent to all employees, covering the following topics: 1. Preventing Bribery & Corruption 2. Navigating Challenges with Integrity 3. Conflicts of Interest 4. Business Courtesies	100%

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	% of persons in respective category covered by awareness programmes
Key Managerial Personnel	8	Key Managerial personnel of the entity participate in the all-employee legal and compliance training mandated by the 3M Global Ethics & Compliance Department. All employees are assigned online training modules on various topics and timely completion is diligently tracked. In FY 25-26, key managerial personnel completed the following training programs and awareness sessions: 1. Preventing Bribery and Corruption 2. Working with Third Parties 3. Data Privacy 4. Cybersecurity 5. Revenue Recognition 6. Code of Conduct Certification 7. Fair Dealings 8. Manager Dialogue Program (quarterly supervisor-led awareness sessions on various ethics and compliance topics, featuring actual case stories and examples depicting employee behavior and actions) Awareness communications and articles were sent to leaders and people leaders, covering the following topics: 1. Third Party Risks 2. Managing Conflicts of Interest 3. Leaders set the Tone 4. Revenue Recognition 5. Leaders Role in Compliance Culture Awareness communications and articles were also sent to all employees, covering the following topics: 1. Preventing Bribery & Corruption 2. Navigating Challenges with Integrity 3. Conflicts of Interest 4. Business Courtesies	100%

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	% of persons in respective category covered by awareness programmes
Employees other than BoD and KMPs	8	Employees are part of the all-employee legal and compliance training mandated by the 3M Global Ethics & Compliance Department. Each employee is assigned online training modules on various topics, with timely completion diligently tracked. In FY 25-26, employees completed the following training programmes and awareness sessions: 1. Preventing Bribery and Corruption 2. Working with Third Parties 3. Data Privacy 4. Cybersecurity 5. Revenue Recognition 6. Code of Conduct Certification 7. Fair Dealings 8. Manager Dialogue Programme (quarterly supervisor-led awareness sessions on various ethics and compliance topics, featuring actual case stories and examples depicting employee behavior and actions) Awareness communications and articles were also sent to all employees, covering the following topics: 1. Preventing Bribery & Corruption 2. Navigating Challenges with Integrity 3. Conflicts of Interest 4. Business Courtesies	100%
Workers	12	Manufacturing workers are exposed to ethics and compliance topics like anti-bribery, anti-competition and conflict of interest through in-person training or awareness sessions. Conflict of interest declarations are taken from manufacturing workers. Additional topics covering health, safety and environment management included - Fire safety & rescue Emergency Response & First Aid Training Electrical safety & First Aid Ergonomics for staff EHS policies Waste Handling Safety Training - Machine Guard Spill/emission prevention & response Wastewater & Stormwater/ Fire water Hazardous Chemicals Handling and PPE Standards Occupational Health training - Biosafety, Food hygiene	100%

2. **Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):**

Monetary

	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (in ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Settlement	Nil				
Compounding fee					
Penalty/Fine					

Non-Monetary

	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment	Nil			
Punishment				

3. **Of the instances disclosed in Question 2 above, details of Appeal/Revision preferred in case where monetary non-monetary actions has been appealed**

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
Not Applicable	

4. **Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.**

Yes. 3M has established an Anti-Bribery and Anti-Corruption Policy, details of which are available at: https://multimedia.3m.com/mws/media/459284O/principle-anti-bribery-en.pdf

3M is committed to conducting business ethically and in compliance with applicable anti-bribery and anti-corruption laws. 3M strictly prohibits all forms of bribery, including the offering, giving, soliciting, or receiving of anything of value to improperly influence decisions or obtain an undue advantage. This applies to interactions with government officials and all third parties, including customers, suppliers and business partners.

The policy outlines requirements relating to gifts, hospitality, political contributions and charitable donations, with prior approvals mandated for higher-risk transactions. 3M also undertakes risk-based due diligence of business partners in accordance with its integrity assessment procedures. Employees and third parties are required to report any suspected or actual violations through established reporting channels, including anonymous mechanisms.

5. **Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:**

Designation	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
Directors	0	0
KMPs	0	0
Employees	0	0
Workers	0	0

6. **Details of complaints with regard to conflict of interest:**

	FY25-26 Current Financial Year		FY24-25 Previous Financial Year	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	0	-	0	-
Numbers of Complaints received in relation to issues of Conflict of Interest of the KMPs	0	-	0	-

7. **Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators / law enforcement agencies / judicial institutions, in case of corruption and conflicts of interest.**

Not applicable.

8. Number of days of accounts payables (Accounts payable *365)/Cost of goods/service procured) in the following format:

	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
Number of days of accounts payables	78	88

9. Openness of business

Provide details of concentration of purchases and sales with trading houses, dealers and related parties along-with loans and advances & investments, with related parties, in the following format:

			FY25-26 Current Financial Year	FY24-25 Previous Financial Year
Concentration of Purchases	a.	Purchases from trading houses as % of total purchases	0%	0%
	b.	Number of trading houses where purchases are made from	0	0
	c.	Purchases from top 10 trading houses as % of total purchases from trading houses	0%	0%
Concentration of Sales	a.	Sales to dealers /distributors as % of total sales	55%	54%
	b.	Number of dealers / distributors to whom sales are made	958	1123
	c.	Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	17%	13%
Share of RPTs in	a.	Purchases (Purchases with related parties / Total Purchases)**	37%	47%
	b.	Sales (Sales to related parties / Total Sales)	1 %	1.6%
	c.	Loans & advances (Loans & advances given to related parties / Total loans & advances)	0%	0%
	d.	Investments (Investments in related parties / Total Investments made)	0%	0%

***Note:** **3M Company, USA is a Holding Company of 3M India Limited and together with other members of 3M Group are "related parties" for 3M India Limited. In the ordinary course of its business, 3M India Limited enters into transactions for the sale and purchase of goods and raw materials with, for availing / rendering services from/to and other commercial transactions with such related parties, which are very critical and essential for the entity to carry out its business operations and maximise its growth and performance.*

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

Total number of awareness programmes held	Topics / principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
2	Awareness session on BRSR disclosures, ESG topics and Principles 1-9 was conducted with both Upstream (Suppliers) and Downstream (Customers) partners of the entity	12%

***Note:** Only local suppliers have been covered in value chain partner trainings related to BRSR Principles. During business channel meets, ethics & compliance topics are regularly covered to enhance the awareness of the value chain partners of the entity.*

2. Does the entity have processes in place to avoid / manage conflict of interests involving members of Board? If Yes, provide details of the same

Yes, the entity has processes in place to manage and mitigate conflicts of interest involving members of the Board of Directors. The 3M Code of Conduct outlines clear guidelines for identifying, disclosing and addressing any actual or potential conflicts of interest. Members of the Board of Directors and Senior Management are required to provide annual declarations confirming compliance with the 3M Code of Conduct and to update disclosures, as necessary. The policy is publicly accessible at: https://multimedia.3m.com/mws/media/1237516O/3m-global-code-of-conduct.pdf.

PRINCIPLE 2: BUSINESSES SHOULD PROVIDE GOODS AND SERVICES IN A MANNER THAT IS SUSTAINABLE AND SAFE.

Essential Indicators

1. **Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.**

	FY25-26 Current Financial Year	FY24-25 Previous Financial Year	Details of improvements in environmental and social impacts
R&D	7.8%	0	In FY 25-26, 3M India made investments in energy efficient HVAC systems for its R&D labs.
Capex	8.5%	0	In FY 25–26, 3M India continued to invest in technologies aimed at improving environmental performance across its manufacturing sites. Key capital investments were directed towards energy efficiency, water management and effluent treatment infrastructure. Major initiatives included installation of energy-efficient chiller systems at the Ranjangaon plant, effluent treatment enhancements and yield improvement projects at the Electronic City facility and development of stormwater recharge infrastructure at the Ahmedabad site. Additionally, upgradation of sewage treatment systems at Ranjangaon further strengthened wastewater management and reuse capabilities. These investments have contributed to improved resource efficiency and enhanced water circularity, supporting the entity's broader sustainability objectives.

2. **Does the entity have procedures in place for sustainable sourcing? (Yes/No) If yes, what percentage of inputs were sourced sustainably?**

Yes, the 3M Supplier Responsibility Code (SRC) serves as the overarching framework outlining the entity's expectations for suppliers across key areas including Labor, Health & Safety, Environment, Ethics and Management Systems. Aligned to this Code, specific policies further strengthen responsible sourcing practices in high-risk areas. The 3M Responsible Minerals Sourcing Policy sets expectations for suppliers providing materials containing tin, tantalum, tungsten and gold, promoting ethical sourcing and due diligence across mineral supply chains. Similarly, the 3M Forest Products (FP) Sourcing Policy establishes requirements for direct (tier one) suppliers of wood-based materials, such as pulp, paper, solid wood, packaging and cellulosic fibers, mandating that such materials are legally harvested, sourced, transported and exported from their country of origin. Together, these policies support responsible, ethical and sustainable supply chain management.

During FY 25-26, 11% of input material was sourced from local suppliers based in India, that have undergone successful SRC audits. The Responsible Business Alliance (RBA) Self Assessment Questionnaire (SQA) is used to gather detailed information from suppliers on their performance across areas covered by the SRC, like labour practices, health & safety, environment, ethics and management systems.

3. **Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life**

(a) **Plastics (including packaging)**

3M India manages plastic waste in compliance with the Extended Producer Responsibility (EPR) requirements under the Plastic Waste Management Rules. Pre-consumer plastic waste is channelled to authorised recyclers and co-processors, while post-consumer plastic waste is collected through CPCB-registered processors in collaboration with local bodies and logistics partners. Since 2023, 3M India has been meeting its EPR obligations through the CPCB's centralised EPR portal by procuring EPR credits. 3M India continues to achieve its targets across all packaging categories - Category I (rigid plastic packaging), Category II (flexible plastic packaging, including single/multi-layered plastics, sheets, bags and pouches), Category III (multi layered packaging with plastic and other materials).

(b) E-waste

In accordance with the E-Waste (Management) Rules, 2022, 3M India facilitates the collection and responsible recycling of end-of-life electrical and electronic equipment through authorised recyclers. 3M India fulfils its Extended Producer Responsibility (EPR) obligations by adhering to annual collection and recycling targets for the applicable notified product categories. The entity reports on product categories such as Variable Messaging Signs (VMS), polishers, dust extraction machines, spreading devices and certain medical products, as specified in Schedule I.

(c) Hazardous waste (Used Oil)

Under the Hazardous and Other Wastes Rules, 3M India is classified as a “producer” for used oil arising from its lubrication oil products that become contaminated after use. The entity complies with applicable Extended Producer Responsibility (EPR) requirements by ensuring environmentally sound recycling through authorised recyclers and by obtaining EPR certificates against prescribed targets.

(d) Other waste (Batteries)

As per the Battery Waste Management Rules, 2022, 3M India is registered as a "producer" with the CPCB and fulfils its Extended Producer Responsibility (EPR) obligations through authorised battery waste processors. 3M India submits annual EPR plans through the CPCB’s centralised portal, detailing the quantity, weight and dry weight of batteries manufactured during the previous financial year and meets the prescribed collection and recycling targets accordingly.

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity’s activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Yes, Extended Producer Responsibility (EPR) is applicable to 3M India's operations across plastics, e-waste, used oil and batteries. Waste collection, recycling and disposal mechanisms are aligned with EPR plans submitted to the Central Pollution Control Board (CPCB). Compliance is achieved through engagement with CPCB-authorised recyclers/processors and through the procurement of EPR credits, ensuring fulfilment of regulatory targets for the reporting period.

For FY 25–26, 3M India reported its plastic waste footprint and fulfilled its obligations by procuring EPR credits for **1,821 MT** from authorised processors.

In the e-waste category, 3M India completed its registration and met its EPR targets through an authorised recycler, enabling the recovery of materials including **Gold (0.000116 kg), Iron (0.332529 MT), Aluminum (0.019705 MT) and Copper (0.001645 MT)**, in line with CPCB requirements.

For battery waste, 3M India fulfilled its FY 25–26 EPR obligations through the purchase of **0.423 MT of EPR credits** from a CPCB-authorised recycler.

Additionally, 3M India aligns its used oil waste management practices with EPR guidelines and CPCB targets. During FY 25–26, 3M India reported its lubricant oil footprint and procured EPR credits for **6.27 MT** from a CPCB-registered recycler.

Leadership Indicators

1. **Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?**

   No, 3M India has not conducted formal LCAs for its products manufactured in India. At a global level, 3M Company undertakes initiatives such as Environmental Product Declarations (EPDs), Product Carbon Footprint (PCF) assessments and screening studies for select products. The Company is also implementing automated tools to assess cradle-to-gate emissions, strengthening its understanding of product-level environmental impacts.

2. **If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.**

Name of Product / Service	Description of the risk / concern	Action Taken
	Not Applicable	

3. **Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).**

   We have actively worked to incorporate recycled plastics and paper as input materials in our products and packaging.

Indicate Input Material	Recycled or re-used input material to total material	
	FY 26 Current Financial Year	FY 25 Previous Financial Year
Recycled content incorporated in packaging (MT)	57.5	47.5

4. **Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled and safely disposed, as per the following format:**

	FY 25-26 Current Financial Year			FY 24-25 Previous Financial Year		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
Plastics (including packaging)	0	884	937	0	665	1063
E-waste	0	1.12	0	0	0.5	0
Hazardous Waste (Used Oil)	0	6.27	Not Applicable	0	7	Not Applicable
Other waste (Battery waste)	0	0.423	0	0	0	0

5. **Reclaimed products and their packaging materials (as percentage of products sold) for each product category.**

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Plastic packaging waste	100%

PRINCIPLE 3: BUSINESSES SHOULD RESPECT AND PROMOTE THE WELL-BEING OF ALL EMPLOYEES, INCLUDING THOSE IN THEIR VALUE CHAINS.

Essential Indicators

1. a. **Details of measures for the well-being of employees:**

Category	% of employees covered by										
	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	%(C/A)	No.(D)	%(D/A)	No. (E)	%(E/A)	No. (F)	%(F/A)
Permanent Employees											
Male	769	769	100%	769	100%	NA	NA	769	100%	0	0%
Female	161	161	100%	161	100%	161	100%	NA	NA	161	100%
Total	**930**	**930**	**100%**	**930**	**100%**	**161**	**17%**	**769**	**83%**	**161**	**17%**
Other than Permanent											
Male	204	204	100%	204	100%	NA	NA	0	0%	0	0%
Female	30	30	100%	30	100%	30	100%	NA	NA	0	0%
Total	**234**	**234**	**100%**	**234**	**100%**	**30**	**13%**	**0**	**0%**	**0**	**0%**

b. **Details of measures for the well-being of workers:**

Category	% of employees covered by										
	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	%(C/A)	No.(D)	%(D/A)	No. (E)	%(E/A)	No. (F)	%(F/A)
Permanent Workers											
Male	307	307	100%	307	100%	NA	NA	307	100%	194	63%
Female	36	36	100%	36	100%	36	100%	NA	NA	36	100%
Total	**343**	**343**	**100%**	**343**	**100%**	**36**	**10%**	**307**	**90%**	**230**	**67%**
Other than Permanent											
Male	929	929	100%	929	100%	NA	NA	0	0%	583	63%
Female	94	94	100%	94	100%	94	100%	NA	NA	88	94%
Total	**1,023**	**1,023**	**100%**	**1,023**	**100%**	**94**	**9%**	**0**	**0%**	**671**	**66%**

Note: *For both permanent and non-permanent workers at the Ranjangaon plant, a physical crèche facility is available on-site and can be availed by all Ranjangaon workers.*

c. **Spending on measures towards well-being of employees and workers(including permanent and other than permanent) in the following format:**

	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
Cost incurred on well-being measures as a % of total revenue of the Company	0.21%	0.17%

2. **Details of Retirement Benefits, For Current FY And Previous Financial Year.**

Benefits	FY25-26 Current Financial Year			FY 24-25 Previous Financial Year		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Y	100%	100%	Y
ESI	0%	0%	NA	0%	0%	NA
Gratuity	100%	100%	Y	100%	100%	Y
Other	0%	0%	NA	0%	0%	NA

3. **Accessibility of workplaces**

Are the premises / offices of the entity accessible to differently abled employees and workers? (Yes/No) If not, whether any steps are being taken by the entity in this regard.

Yes. 3M India ensures that its premises are accessible to differently abled employees and workers in line with the Rights of Persons with Disabilities (RPwD) Act, 2016. Accessibility is validated through external audits, with sample locations assessed by specialised agencies. 3M India follows a structured approach to extend such assessments across locations and implement necessary improvements, where required.

4. **Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016 (Yes / No). If so, provide a web-link to the policy.**

Yes

https://multimedia.3m.com/mws/media/2416981O/3m-india-equal-opportunity-for-persons-with-disabilities-standard.pdf

5. **Return to work and Retention rates of permanent employees and workers that took parental leave.**

Gender	Permanent Employees		Permanent Workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	100%	100%	100%	100%
Female	100%	100%	100%	100%
Total	**100%**	**100%**	**100%**	**100%**

6. **Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.**

	Yes/No (If Yes, then give details of the mechanism in brief)	
Permanent Workers	Yes	Multiple channels are available, including the Employee Communication Forum (ECF), a monthly grievance committee (with female representation) and an online grievance tool for issue escalation. Workers may also use *3MEthics.com* (24×7 confidential reporting system) and anonymous suggestion boxes at plant locations.
Other than Permanent Workers	Yes	Contract workers and their representatives engage with HR and plant leadership through regular forums. Anonymous grievance submission is enabled via suggestion boxes at plant sites.
Permanent Employees	Yes	Employees can report concerns through *3MEthics.com* in line with the 3M Code of Conduct. All reporters are protected under the Company's Anti-Retaliation Policy.
Other than Permanent Employees	Yes	Contract employees have the same access as permanent employees to the platforms available for reporting grievances.

7. Membership of employees and workers in association(s) or Unions recognised by the listed entity:

Category	FY25-26 Current Financial Year			FY 24-25 Previous Financial Year		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B / A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	% (D / C)
Total Permanent Employees	930	0	0%	886	0	0%
Male	769	0	0%	737	0	0%
Female	161	0	0%	149	0	0%
Total Permanent Workers	343	0	0%	327	0	0%
Male	307	0	0%	307	0	0%
Female	36	0	0%	20	0	0%

8. Details of training given to employees and workers:

Category	FY25-26 Current Financial Year					FY24-25 Previous Financial Year				
	Total (A)	On Health and safety measures		On Skill upgradation		Total (D)	On Health and safety measures		On Skill upgradation	
		No.(B)	% (B / A)	No.(C)	% (C /A)		No.(E)	% (E / D)	No. (F)	% (F / D)
Employees										
Male	973	973	100%	842	87%	909	783	86%	781	86%
Female	191	191	100%	186	97%	176	166	94%	167	95%
Total	1,164	1,164	100%	1,028	88%	1,085	949	87%	948	87%
Workers										
Male	1,236	1,236	100%	505	41%	720	276	38%	275	38%
Female	130	130	100%	32	25%	69	16	23%	16	23%
Total	1,366	1,366	100%	537	39%	789	292	37%	291	37%

Note: *For the current financial year, actual trainings conducted and its coverage has been reported.*

9. Details of performance and career development reviews of employees and workers:

Category	FY25-26 Current Financial Year			FY24-25 Previous Financial Year		
	Total (A)	No. (B)	% (B / A)	Total (C)	No. (D)	% (D / C)
Employees						
Male	973	769	79%	909	737	81%
Female	191	161	84%	176	149	85%
Total	1,164	930	80%	1,085	886	82%
Workers						
Male	1,236	307	25%	720	307	43%
Female	130	36	28%	69	20	29%
Total	1,366	343	25%	789	327	41%

Note: *Performance reviews were conducted by the entity for all permanent employees and workers. Performance reviews for other than permanent employees and workers were conducted by respective contract agencies.*

10. a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/No). If yes, the coverage such system

Yes. 3M India has implemented a comprehensive Occupational Health and Safety (OHS) Management System across its operations through the global 3M Environment, Health and Safety Management Standard (EHS-MS). The framework covers all employees, workers, contractors, visitors and operational sites and supports effective management of EHS risks and regulatory compliance. The organization is committed to achieving Zero Lost Time Injuries (LTI) and conducts periodic audits and reviews to continuously strengthen safety performance.

Key elements of the system include:

- All manufacturing facilities are certified to ISO 45001:2018.
- CAMMS is used to monitor EHS compliance and legal obligations.
- EHS 360 enables incident reporting, investigation and tracking of corrective actions.
- The See & Act programme promotes proactive hazard identification and employee engagement.
- The EHS Cultural Excellence programme addresses ergonomics, industrial hygiene, process safety, ventilation, combustible dust management and workforce well-being.
- The Journey to Zero approach is embedded in daily operations, reinforcing a culture of safety and continuous improvement.
- The Contractor Safety Application (CSA) supports safe management of contractors and visitor authorisation.

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

3M India uses a structured risk management approach to identify work-related hazards and assess risks for both routine and non-routine activities.

Key processes include –

- High Hazard Activity (HHA) and Safety Hour programmes for routine risk monitoring
- EHS Quality GEMBA Walks for Hazard recognition
- Process Hazard Management (PHM) for process safety risks
- Risk Assessment for Machines (RAM)
- Guarding and Prioritisation (GAP) process for machine-related hazards
- Job Safety Analysis (JSA) for non-routine and critical work
- Ergonomics Risk Reduction Process for assessing ergonomic risks in industrial and office environments.

In addition, EHS Bulletins, EHS Change Notices, periodic EHS Global Audits and dedicated Industrial Hygienists at each site support continuous identification and evaluation of workplace health and safety risks. All identified hazards, risk assessments and mitigation actions are tracked through the EHS 360 digital platform to ensure timely closure and ongoing monitoring.

c. Whether you have processes for workers to report the work related hazards and to remove themselves from such risks. (Y/N)

Yes. 3M India has established processes that enable employees and workers to report work-related hazards, raise safety concerns and remove themselves from situations that pose an imminent risk to their health or safety. Through its EHS Cultural Acceleration Programme, the organisation promotes a proactive safety culture where hazard identification, reporting and preventive actions are encouraged at all levels.

Key mechanisms include:

- The See & Act Programme, which empowers employees to report unsafe conditions and behaviors, participate in root cause investigations and support corrective actions.
- Multiple reporting channels, including safety observations, audits, inspections and digital EHS platforms, that facilitate timely escalation and resolution of hazards.
- The Guarding Assessment & Prioritisation (GAP) process, which systematically identifies and addresses machine-related risks.
- Regular training and awareness programmes covering fire safety, PPE, first aid, process safety and behavioral safety to strengthen employees' ability to recognise hazards and respond appropriately.

These processes reinforce employees' right and responsibility to stop work, report hazards and remove themselves from unsafe situations without fear of retaliation.

d. Do the employees/ workers of the entity have access to non-occupational medical and healthcare services? (Yes/ No)

Yes. All manufacturing facilities are equipped with 24x7 Occupational Health Centres providing both occupational and non-occupational healthcare services. Additionally, the corporate office in Bengaluru has a wellness room with on-site medical support, ensuring healthcare accessibility for employees. In addition, employees and workers are eligible for annual health check ups and doctor consultations, mental health counselling services, group medical insurance policies and awareness programmes on health related topics.

11. Details of safety related incidents, in the following format:

Safety Incident/Number	Category*	FY 25-26 Current Financial Year	FY 24-25 Previous Financial Year
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0	0
	Workers	0.60	0
Total recordable work-related injuries	Employees	0	1
	Workers	2	1
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

**Including the contract workforce*

12. Describe the measures taken by the entity to ensure a safe and healthy work place.

3M India takes a comprehensive approach to workplace health and safety through risk prevention, leadership capability building, employee engagement, industrial hygiene, ergonomics and wellness initiatives.

- Risk Mitigation Campaigns: During FY26, focused campaigns were conducted on key risk areas including hand injury prevention, machine guarding, electrical safety, powered industrial vehicle (PIV) safety, dockyard safety, contractor safety, hearing conservation, ergonomics and spill prevention to strengthen hazard awareness and risk reduction.
- Frontline EHS Leadership: A dedicated EHS training programme for frontline supervisors was implemented across manufacturing sites to strengthen leadership accountability and capability in driving a strong safety culture and EHS performance.
- Safety Culture Excellence: Employee-led initiatives such as hazard mapping, non-routine task reviews, health and wellness campaigns and the SPM Campaign (Slip/Trip/Fall Prevention, PPE Adherence and No Mobile Usage While Walking) enhanced workforce participation in safety management.
- Safe Operations in R&D and Offices: The Journey to Zero programme was extended across R&D centres and office locations, supported by EHS training, audit management, infrastructure safety reviews, road safety initiatives and sharing of global best practices.
- Industrial Hygiene: Dedicated industrial hygienists at each site support occupational health risk management. Key initiatives included noise reduction, hearing conservation, ventilation improvements, health surveillance and exposure control programmes to maintain a healthy work environment.
- Ergonomics Risk Reduction: Through 3M's global Ergonomics Risk Reduction Process, all manufacturing sites completed ergonomic assessments and implemented projects to improve workstation design, reduce manual handling risks and enhance employee well-being and productivity.
- Health and Wellness Programmes: Comprehensive medical surveillance, preventive health screenings, occupational health monitoring, awareness campaigns and emergency response training were conducted across sites. Workplace health infrastructure was further strengthened through enhancements to occupational health facilities and emergency preparedness systems.

These initiatives are supported by the organisation's Journey to Zero approach, which embeds safety and well-being into everyday operations and decision-making.

13. Number of Complaints on the following made by employees and workers:

	FY 25-26 Current Financial Year			FY 24-25 Previous Financial Year		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	0	0	-	2	0	-
Health & Safety	0	0	-	0	0	-

14. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%
Working Conditions	100%

15. **Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.**

All 3M sites globally leverage the **EHS 360 platform** to systematically report, investigate and manage both actual and potential incidents involving employees and contractors, including injuries, fires, environmental events and regulatory notices.

The organisation follows **OSHA record-keeping standards** to consistently track injury and illness rates across all employees and contingent workers at sites under its control.

In addition, **internal EHS dashboards** provide timely visibility of safety performance across organisational levels. These are regularly reviewed by executive management to **monitor trends, assess risks and drive continuous improvement initiatives** on a global scale.

Leadership Indicators

1. **Does the entity extend any life insurance or any compensatory package in the event of death of**

   (A) Employees (Y/N) - Yes

   (B) Workers (Y/N) - Yes

2. **Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.**

   For contract workers and suppliers, reports are sent to the entity's HR department which provide evidence that statutory deposits are made to the government like PT, PF, ESI etc.

3. **Provide the number of employees / workers having suffered high consequence work- related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:**

	Total no. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 25-26 Current Financial Year	FY 24-25 Previous Financial Year	FY 25-26 Current Financial Year	FY 24-25 Previous Financial Year
Employees	0	0	0	0
Workers	0	0	0	0

4. **Does the entity provide transition assistance programmes to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)**

   Yes, the entity offers placement support through a reputed organisation to facilitate and equip transitioning employees or workers along their career journey.

5. **Details on assessment of value chain partners:**

	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	11%
Working Conditions	11%

Note: *Assessments were done for local suppliers based in India.*

6. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.**

   3M Company's supply chain risk management process prioritises higher-risk suppliers, while remaining applicable across all suppliers. It begins with a **Self-Assessment Questionnaire (SAQ)** to evaluate compliance with the **Supplier Responsibility Code (SRC)**. Based on the assessment outcomes, 3M may conduct virtual or on-site evaluations. Any identified gaps are addressed through a structured **Corrective and Preventive Action (CAPA) process** under the SRC, which may include follow-up audits to ensure closure. In cases where issues remain unresolved, they are escalated through the **Responsible Sourcing Supplier Issue Escalation process.** If concerns persist, a cross-functional team is engaged to determine appropriate remediation measures, including exploring alternative sourcing solutions.

PRINCIPLE 4: BUSINESSES SHOULD RESPECT THE INTERESTS OF AND BE RESPONSIVE TO ALL ITS STAKEHOLDERS.

Essential Indicators

1. **Describe the processes for identifying key stakeholder groups of the entity.**

   We engage with stakeholders to understand their expectations, gain technical insights and explore opportunities for collaboration. The identification of key stakeholder groups is guided by the Double Materiality Assessment (DMA) conducted at a global level by 3M Company.

   Aligned with 3M's values and ethical principles, our approach emphasises transparent, two-way engagement with both internal and external stakeholders to promote responsible and inclusive business practices. The DMA evaluates impacts, risks and opportunities across the full value chain, incorporating direct stakeholder inputs.

   This approach assesses both the influence of environmental and social issues on the Company's financial performance, as well as the Company's impact on stakeholders. It enables the prioritisation of key stakeholder groups and material topics, ensuring that stakeholder engagement remains focused, relevant and value-driven.

2. **List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.**

Sr. No.	Stakeholder Group	Whether identified as Vulnerable & Marginalised Group	Channels of communication	Frequency of engagement	Purpose and scope of engagement including key topics and concerns raised during such engagement
1.	Employees	No	Email, Townhall meetings, Surveys, Employee engagement initiatives, Performance Appraisal discussions, Training programmes	Ongoing	To communicate organisational purpose, strategy and performance; address employee health & wellbeing, ethics & compliance, learning & development and career progression
2.	Investors & Shareholders	No	Email, Annual Report, Annual general meetings, investor meetings and press releases.	Quarterly	To ensure timely, transparent communication on financial and business performance and address investor queries
3.	Customers & Partners	No	Email, Site visits, Digital platforms, Events and Partner meets	Ongoing	To understand customer requirements, align products and solutions and drive business growth
4.	Government & Regulators	No	In-person meetings, industry forums and association engagements	Ongoing	To participate in policy discussions, comply with regulations and contribute to government initiatives
5.	Local Communities	Yes	Community meetings and outreach programmes	Ongoing	To create shared economic and social value while minimising environmental impact
6.	Suppliers	No	Email and business interactions	Ongoing	To manage ongoing business relationships, ensure responsible sourcing and drive supply chain compliance

Leadership Indicators

1. **Provide the processes for consultation between stakeholders and the Board on economic, environmental and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

   3M India maintains structured mechanisms to ensure that stakeholder insights on economic, environmental and social matters are effectively integrated into Board-level deliberations. Regular stakeholder engagements are conducted to gather relevant inputs, which are channeled through business and functional heads and presented during Board meetings for strategic guidance and decision-making. At the governance level, dedicated committees facilitate focused oversight:

   - The Stakeholders' Relationship Committee addresses shareholder and investor matters
   - The Corporate Social Responsibility (CSR) Committee oversees CSR initiatives
   - The Risk Management Committee monitors business risks, including ESG-related aspects

2. **Whether stakeholder consultation is used to support the identification and management of environmental and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.**

   Yes, stakeholder consultation is actively used to support the identification and management of environmental and social topics.

   3M India engages closely with local communities, government authorities, customers and institutional stakeholders to understand ground-level concerns and incorporate these into its policies and initiatives. For instance, for its manufacturing site at Ranjangaon, in Shirur Taluka, hydrogeological studies, along with consultations with local authorities and farmers, helped identify water-stressed villages and design targeted watershed management interventions under its community water resilience CSR initiative.

   Similarly, for the new 3M Scotch-Brite® Scholarship Programme, which supported 550 scholars in FY 2025–26, the entity leveraged its existing CSR programmes and partner network in Pune, including Project Nanhi Kali and the 3M Wonder Tinkering Lab Programme, to identify and encourage eligible girls to apply for scholarships.

   In Bengaluru, the entity responded to requests from the local traffic police by undertaking a pilot project to improve road safety at identified high-risk junctions. The project involved the installation of road safety signage and infrastructure elements, alongside road user behavioral studies, to assess the effectiveness of road safety interventions and promote greater awareness among road users.

   These examples demonstrate how stakeholder inputs are systematically integrated into programme design and on-ground implementation, ensuring contextual relevance and improved outcomes.

3. **Provide details of instances of engagement with and actions taken to, address the concerns of vulnerable/ marginalised stakeholder groups.**

   In FY 25–26, 3M India supported life-changing surgeries for 25 children born with scoliosis, a rare spinal deformity, under an initiative led by a reputed charitable hospital in Bengaluru. Many of the beneficiaries come from underserved rural communities where access to specialised treatment is limited. This initiative focused on addressing the needs of vulnerable children affected by this condition, enabling improved health outcomes and quality of life.

   Internally, the entity promotes inclusion and employee engagement through Employee Resource Networks (ERNs), which are voluntary and open to all employees. These networks, such as the Women's Leadership Forum, Pride Network, Diverse Abilities Network and New Employee Opportunity Network, foster an inclusive workplace culture, support underrepresented groups and contribute to community engagement and volunteerism initiatives.

PRINCIPLE 5: BUSINESSES SHOULD RESPECT AND PROMOTE HUMAN RIGHTS.

Essential Indicators

1. **Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:**

Category	FY25-26 Current Financial Year			FY24-25 Previous Financial Year		
	Total (A)	No. of employees / workers covered (B)	% (B / A)	Total (C)	No. of employees / workers covered (D)	%(D/C)
Employees						
Permanent	930	930	100%	886	886	100%
Other than Permanent	234	234	100%	199	199	100%
Total Employees	**1,164**	**1,164**	**100%**	**1,085**	**1,085**	**100%**
Workers						
Permanent	343	343	100%	327	327	100%
Other than Permanent	1023	1023	100%	462	462	100%
Total Workers	**1,366**	**1,366**	**100%**	**789**	**789**	**100%**

2. **Details of minimum wages paid to employees and workers, in the following format:**

Category	FY25-26 Current Financial Year					FY24-25 Previous Financial Year				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No (B)	% (B / A)	No. (C)	% (C / A)		No. (E)	% (E / D)	No. (F)	% (F / D)
Employees										
Permanent	**930**	**0**	**0%**	**930**	**100%**	**886**	**0**	**0%**	**886**	**100%**
Male	769	0	0%	769	100%	737	0	0%	737	100%
Female	161	0	0%	161	100%	149	0	0%	149	100%
Other than Permanent	**234**	**0**	**0%**	**234**	**100%**	**199**	**0**	**0%**	**199**	**100%**
Male	204	0	0%	204	100%	172	0	0%	172	100%
Female	30	0	0%	30	100%	27	0	0%	27	100%
Workers										
Permanent	**343**	**0**	**0%**	**343**	**100%**	**327**	**0**	**0%**	**327**	**100%**
Male	307	0	0%	307	100%	307	0	0%	307	100%
Female	36	0	0%	36	100%	20	0	0%	20	100%
Other than Permanent	**1,023**	**0**	**0%**	**1,023**	**100%**	**462**	**0**	**0%**	**462**	**100%**
Male	929	0	0%	929	100%	413	0	0%	413	100%
Female	94	0	0%	94	100%	49	0	0%	49	100%

3. **Details of remuneration/salary/wages, in the following format:**

a. **Median remuneration / wages:**

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category (in ₹)	Number	Median remuneration/ salary/ wages of respective category (in ₹)
Board of Directors (BoD)	4	17,631,933	3	4,210,000
Key Managerial Personnel	4	29,551,864	0	0
Employees other than BoD and KMP	765	2,871,021	161	2,770,786
Workers	307	993,445	36	331,361

Notes:

Non-Executive (Non-Independent) Directors do not receive any remuneration from 3M India.

BoD includes Radhika Rajan, N. V. Sivakumar, M. D. Ranganath, Ramesh Ramadurai, Jayanand Kaginalkar, Kong Sau Wai Elizabeth, Jung Hyun Kim.

KMP includes Ramesh Ramadurai, Jayanand Kaginalkar, Nikhil Arora and Pratap Rudra Bhuvanagiri.

b. **Gross wages paid to females as % of total wages paid by the entity, in the following format:**

	FY 25-26 Current Financial Year	FY 24-25 Previous Financial Year
Gross wages paid to females as % of total wages	14.7%	14.5%

4. **Do you have a focal point (Individual/ Committee) responsible for addressing human rights impact or issues caused or contributed to by the business?**

Yes, the Company has established governance mechanisms to address human rights issues across its operations and value chain. 3M's Code of Conduct mandates compliance with applicable laws and respect for internationally recognised human rights across all global operations. This is further supported by 3M's Human Rights Policy, which outlines commitments related to respectful workplaces, safe and healthy working conditions, workplace security, fair wages and working hours, freedom of association and the prevention of child labour and forced labour, applicable to employees, contract workers and third parties acting on behalf of the Company. Oversight of human rights-related matters is anchored within the **Ethics & Compliance function**, which serves as the focal point. This function conducts periodic assessments of 3M's businesses, operating models, locations and supply chain to evaluate adherence to ethical, compliance and human rights standards and to address any identified impact or risks.

5. **Describe the internal mechanisms in place to redress grievances related to human rights issues.**

The 3M Code of Conduct serves as the foundational framework, promoting dignity, fairness and compliance with applicable human rights standards.

The entity utilises the NAVEX platform for issue management and provides employees and stakeholders with access to a confidential online channel (*3MEthics.com*) to report concerns.

In line with Indian regulatory requirements, 3M India Limited has also established Internal Committees under the POSH Act across its locations, led by designated presiding officers and supported by external members, to address cases related to sexual harassment in a timely and impartial manner.

6. **Number of Complaints on the following made by employees and workers:**

Category	FY 25-26 Current Financial Year			FY 24-25 Previous Financial Year		
	Filed during the year	Pending resolution at the end of the year	Remarks	Filed during the year	Pending resolution at the end of the year	Remarks
Sexual Harassment	2	0	The two cases were upheld and resolved by the HR and Ethics & Compliance Department in FY 25-26.	2	0	The two cases were upheld and resolved by the HR and Ethics & Compliance Department in FY 24-25.
Discrimination at workplace	0	0	-	1	0	The case was resolved in FY 24-25.
Child Labour	0	0	-	0	0	-
Forced Labour/ Involuntary Labour	0	0	-	0	0	
Wages	0	0	-	0	0	-
Other human rights related issues	0	0	-	0	0	-

7. **Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:**

	FY26 Current Financial Year	FY25 Previous Financial Year
Total Complaints reported under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	2	2
Complaints on POSH as a % of female employees / workers	0.7%	0.9%
Complaints on POSH upheld	2	2*

Note: **One upheld case from FY 24-25 spilled over to FY 25-26 and was resolved within the 90-day period (April 2025).*

8. **Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.**

   A strict anti-retaliation policy is in place, which explicitly prohibits any form of retaliation against individuals who report concerns in good faith or participate in investigations.

   Concerns may be reported through the NAVEX platform, which provides access to a confidential reporting channel via *3MEthics.com*, with the option for anonymity. Additionally, 3M India has implemented a Whistleblower Policy in line with the requirements of the Companies Act, 2013. This policy enables employees to report unethical behaviour, violations of the 3M Code of Conduct, or other concerns, while ensuring protection against retaliation.

   All reported cases are handled through structured investigation processes that prioritise confidentiality, objectivity and impartiality. Appropriate safeguards are implemented to protect the identity of complainants and to prevent any adverse consequences.

   Further, oversight is strengthened through periodic reviews and updates provided to the Audit Committee of the Board by the General Counsel, reinforcing a culture of transparency, accountability and trust across the organisation.

9. **Do human rights requirements form part of your business agreements and contracts? Yes/No**

   Yes, human rights requirements are embedded within the entity's business agreements and contractual frameworks. 3M India adheres to the 3M Supplier Responsibility Code (SRC), which establishes mandatory expectations for suppliers across key areas including labour practices, health and safety, environmental management, ethics and management systems.

   Contractual agreements and purchase order terms require suppliers to self-certify adherence to applicable laws and regulations and to implement policies aligned with the SRC. SRC Audit process deploys the Responsible Business Alliance (RBA) Self Assessment Questionnaire (SQA) to gather detailed information from suppliers on their performance across areas covered by the SRC including labour practices, health & safety, environment, ethics and management systems.

   These provisions explicitly prohibit forced labour, coercion and other unethical labour practices, while promoting safe working conditions and responsible environmental management across the supply chain.

10. **Assessments for the year:**

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child Labour	100%
Forced/Involuntary Labour	100%
Sexual Harassment	100%
Discrimination at Workplace	100%
Wages	100%
Others – please specify	-

11. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 10 above.**

    No significant risks or adverse incidents have been identified through the entity's assessments.

Leadership Indicators

1. **Details of a business process being modified / introduced as a result of addressing human rights grievances/ complaints.**

   Not applicable.

2. **Details of the scope and coverage of any Human rights due-diligence conducted.**

   3M India conducts human rights due diligence in line with the 3M Code of Conduct, covering employees, contractors and supply chain partners. The scope includes key areas such as labour practices, non-discrimination, workplace conduct and ethical business practices. This is supported by periodic assessments, supplier requirements under the Supplier Responsibility Code (SRC) and grievance mechanisms (e.g. *3MEthics.com*) to identify, monitor and address human rights risks.

3. **Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?**

   Yes, 3M India ensures that its premises are accessible to differently abled visitors in line with the Rights of Persons with Disabilities (RPwD) Act, 2016. Accessibility is validated through external audits, with sample locations assessed by specialised agencies. The entity follows a structured approach to extend such assessments across locations and implement necessary improvements, where required.

4. **Details on assessment of value chain partners:**

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	11%
Discrimination at workplace	11%
Child Labour	11%
Forced Labour/Involuntary Labour	11%
Wages	11%
Others – please specify	-

Note: *Assessments were done for local suppliers based in India.*

5. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.**

All the vendors covered under the Supplier Responsibility Code (SRC) are meeting the expectations of the entity.

PRINCIPLE 6: BUSINESSES SHOULD RESPECT AND MAKE EFFORTS TO PROTECT AND RESTORE THE ENVIRONMENT.

Essential Indicators

1. **Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:**

Parameter	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
From renewable sources (GJ)		
Total electricity consumption (A)	18,256	18,003
Total fuel consumption (B)	-	-
Energy consumption through other sources [C]	-	-
Total energy consumed from renewable sources (A+B+C)	**18,256**	**18,003**
From non-renewable sources (GJ)		
Total electricity consumption (D)	57,710	53,353
Total fuel consumption (E)	52,087	45,592
Energy consumption through other sources (F)		-
Total energy consumed from non-renewable sources (D+E+F)	**1,09,797**	**98,945**
Total energy consumed (A+B+C+D+E+F)	**1,28,053**	**116,948**
Energy intensity per rupee of turnover (Total energy consumed/Revenue from operations)	0.000003	0.000003
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)	0.000051	0.000054
Energy intensity in terms of physical output (Total energy consumed in GJ/ Total output produced in MT)	3.62	4.28

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Assurance has been carried out: Yes.

Name of external agency: Intertek India Private Limited

2. **Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.**

No.

3. **Provide details of the following disclosures related to water, in the following format:**

Parameter	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
Water withdrawal by source (in kilolitres)		
(i) Surface water	0	0
(ii) Groundwater	0	0
(iii) Third party water	95,921	88,437
(iv) Seawater / desalinated water		0
(v) Others		
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	**95,921**	**88,437**
Total volume of water consumption (in kilolitres)	**95,921**	**88,437**
Water intensity per rupee of turnover (Total water consumption / Revenue from operations)	0.000002	0.000002
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP)	0.000038	0.000041
Water intensity in terms of physical output (Total water consumption / Total Output produced in Metric tonnes)	2.71	3.24

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Assurance has been carried out: Yes.

Name of external agency: Intertek India Private Limited

4. **Provide the following details related to water discharged:**

Parameter	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water	NA	NA
No treatment		
With treatment – please specify level of treatment		
(ii) To Groundwater	NA	NA
No treatment		
With treatment – please specify level of treatment		
(iii) To Seawater	NA	NA
No treatment		
With treatment – please specify level of treatment		
(iv) Sent to third-parties	NA	NA
No treatment		
With treatment – please specify level of treatment		
(v) Others	NA	NA
No treatment		
With treatment – please specify level of treatment		
Total water discharged (in kilolitres)	0	0

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Assurance has been carried out: Yes.

Name of external agency: Intertek India Private Limited

5. **Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.**

Yes. 3M India's manufacturing sites in Pune and Bengaluru are located in water-stressed regions. As part of water stewardship efforts, the entity focuses on water circularity initiatives to achieve Zero Liquid Discharge (ZLD) on site.

Manufacturing facilities at Electronic City and Ranjangaon are equipped with on-site Effluent Treatment Plants (ETP) and Sewage Treatment Plants (STP), enabling segregation, treatment and reuse of wastewater. At the Ranjangaon plant, nearly 5000 KL of wastewater is treated and reused each year. Approx 2800 KL of sewage water is treated and being reused for gardening on the site. At the Electronic City plant, over 1,000 KL of wastewater is treated annually and reused within the system, with zero discharge.

Additionally, rainwater harvesting and groundwater recharge initiatives across sites, through recharge pits and wells, further contribute to ground water replenishment. Electronic City site has 10 rainwater recharge pits while Ranjangaon plant and Ahmedabad plant have 3 recharge wells and 1 recharge well respectively.

6. **Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:**

Parameter	Unit	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
NOx	Kg	50	36
SOx	Kg	20	16
Particulate matter (PM)	Kg	45	43
Persistent organic pollutants matter (POP)	Kg	0	0
Volatile organic compounds (VOC)	Kg	0	0
Hazardous air pollutants (HAP)	Kg	0	0
Others – Carbon Monoxide (CO)	Kg	24	37

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No.

7. **Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:**

Parameter	Unit	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
Total Scope 1 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	5000	4,550
Total Scope 2 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	11,382	10,774
Total Scope 1 and Scope 2 emissions per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)		0.0000003	0.0000003
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)		0.0000066	0.0000071
Total Scope 1 and Scope 2 emission intensity in terms of physical output (Total Scope 1 and Scope 2 GHG emissions/Total output produced in MT)		0.46	0.56

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Assurance has been carried out: Yes.

Name of external agency: Intertek India Private Limited

8. **Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.**

3M India has implemented investments to reduce greenhouse gas (GHG) emissions as part of its broader decarbonisation strategy. This includes the deployment of energy-efficient technologies in energy-intensive operations, such as the installation of high-efficiency chillers to optimise cooling processes and deliver improved thermal performance. In addition, energy-efficient pumps have been introduced to optimise fluid movement and reduce overall energy intensity. These initiatives collectively support ongoing efforts to enhance equipment efficiency, minimise energy use and drive sustained emissions reduction over time.

9. **Provide details related to waste management by the entity, in the following format:**

Parameter	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
Total Waste generated (in metric tonnes)		
Plastic waste (A)	273	456
E-waste (B)	5	6
Bio-medical Waste (C)	0.7	0.2
Construction and demolition waste (D)	-	-
Battery Waste (E)	14	5
Radioactive Waste (F)	-	-
Other Hazardous waste. (used oil, waste or residue containing oil, empty barrels/container contaminated with hazardous chemicals, etc) (G)	2,988	1,305
Other Non-hazardous waste generated (H).(paper scrap, wooden scrap, drums, corrugated & packaging scrap,etc)	2,518	2,761
Total (A + B + C + D + E + F + G + H)	**5,798**	**4,532**

Parameter	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations	0.0000001	0.0000001
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	0.000002	0.000002
Waste intensity in terms of physical output (Total waste consumption / Total output produced in metric tonnes)	0.16	0.17
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
(i) Recycled	1,625	1,274
(ii) Re-Used	214	1,140
(iii) Other recovery operations	1,275	1,991
Total	**3,114**	**4,405**
Total waste recovered through recycling, re-using or other recovery operations Intensity	**0.54**	**0.9**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
(i) Incineration	2,645	66
(ii) Landfilling	39	60
(iii) Other disposal operations		-
Total	**2,684**	**126**
Total waste disposed by nature of disposal method Intensity	**0.46**	**0.03**

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Assurance has been carried out by an external agency: Yes.

Name of external agency: Intertek India Private Limited

10. **Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.**

    3M India follows a structured waste management programme focused on waste minimisation, regulatory compliance and environmentally sound disposal practices. The entity strives to reduce the volume and hazards of waste generated through waste minimisation and responsible waste handling practices. All waste materials are managed from the point of generation through reuse, recycling, treatment, or final disposal, in accordance with applicable regulations and 3M environmental standards. The waste management programme includes waste identification and characterisation, segregation, labelling, storage, transportation, regulatory compliance, record keeping, employee training and periodic audits and approval of authorised waste management service providers. These practices help ensure responsible management of both hazardous and non-hazardous waste while supporting environmental protection and compliance objectives.

    Outcomes in FY 25-26:

    - Over 54% of total waste was recycled, reused, or recovered through various waste diversion initiatives.
    - Less than 1% of waste was sent to landfill.

11. **If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:**

Sr. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
Not Applicable			

12. **Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:**

Sr. No.	Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
Not Applicable						

13. **Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:**

Sr. No.	Specify the law / regulation / guidelines which was not complied	Provide details of the non- compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
The entity is compliant with the applicable environmental law/ regulations/ guidelines in India.				

Leadership Indicators

1. **Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):**

For each facility / plant located in areas of water stress, provide the following information:

(i) Name of the area: Bengaluru Plant, Bengaluru Corporate Office, Gurgaon Office and Ranjangaon Plant

(ii) Nature of operations: Manufacturing and Operations

(iii) Water withdrawal, consumption and discharge in the following format:

Parameter	Treatment	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
Water withdrawal by source (in kilolitres)		-	-
(i) Surfacewater		-	-
(ii) Groundwater		-	-
(iii) Third party water		93,736	86,351
(iv) Seawater / desalinated water		-	-
(v) Others		-	-
Total volume of water withdrawal(in kilolitres)		**93,736**	**86,351**
Total volume of water consumption(in kilolitres)		**93,736**	**86,351**
Water intensity per rupee of turnover (Water consumed / turnover)		0.000002	0.000002
Water discharge by destination and level of treatment (in kilolitres)		-	-
(i) Into Surface water		-	-
(ii) Into Groundwater		-	-
(iii) Into Seawater		-	-
(iv) Sent to third-parties		-	-
(v) Others		-	-
Total water discharged (in kilolitres)		**Nil**	**Nil**

Note:

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Has been carried out by an external agency: Yes.

Name of external agency: Intertek India Private Limited

2. **Please provide details of total Scope 3 emissions & its intensity, in the following format:**

Parameter	Unit	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
Total Scope 3 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available	Metric tonnes of CO2 equivalent	4,22,760	5,51,734
Total Scope 3 emissions per rupee of turnover		0.000008	0.000012

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Has been carried out by an external agency - No.

Name of external agency – Not applicable.

3. **With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.**

   Not Applicable.

4. **If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:**

Sr. No.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1.	Energy Efficiency & Equipment Optimisation	Deployment of energy-efficient chillers, compressors, pumps, cooling towers, across plants to optimise energy consumption	• Reduced energy intensity and improved operational efficiency
2.	Zero Liquid Discharge (ZLD) & Water Circularity	ETP & STP segregation and reuse in manufacturing process and wastewater reuse systems at Ranjangaon and Electronic City plants	• Improved water reuse and reduced freshwater consumption • Progress towards ZLD
3.	Water Conservation & Ground water recharge	Implementation of rainwater harvesting, recharge pits and wells at all sites Ridge to Valley watershed interventions through CSR initiative at Kendur & Pabal gram panchayats, Shirur Taluka, Pune.	• Enhanced groundwater recharge and water availability • Positive community impact

5. **Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.**

   Yes. 3M India has a comprehensive Business Resilience Plan, structured to address business continuity, crisis management, EHS and cybersecurity risks. The plan is regularly updated and ensures preparedness across all sites.

   It is organised into four key components:

   - **Key Information:** Includes site layouts, roles, hazards, evacuation plans, inventories and links to government and rescue departments.
   - **Prepare:** Features self-assessments, gap assessments, exercise results and updated worksheets.
   - **Respond:** Outlines initial response actions, emergency communication, crisis notification thresholds, corporate crisis team actions and emergency procedures.
   - **Recover**: Details recovery tasks, risk mitigation strategies and requirements for human capital and workspace.

   The plan is digitally accessible and shareable across all 3M subsidiaries, enabling real-time coordination and effective response to disruptions.

6. **Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.**

   No incidents of adverse impact to the environment were reported from the value chain partners of the entity.

7. **Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.**

   11% of our local suppliers in India (by value of business done) were covered under the entity's Supplier Responsibility Code assessments which also evaluate partners for environmental impact.

8 a. **Green credits generated or procured by the entity**

   -

  b. **Green credits generated or procured by top ten value chain partners (in terms of value of purchases and sales respectively)**

   -

PRINCIPLE 7: BUSINESSES, WHEN ENGAGING IN INFLUENCING PUBLIC AND REGULATORY POLICY, SHOULD DO SO IN A MANNER THAT IS RESPONSIBLE AND TRANSPARENT.

Essential Indicators

1. a. **Number of affiliations with trade and industry chambers/ associations.**

6

b. **List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.**

Sr. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1.	Confederation of Indian Industry (CII)	National
2.	American Chamber of Commerce (AMCHAM)	National
3.	US India Business Council (USIBC)	National
4.	Karnataka Employer Association (KEA)	State
5.	Electronics City Industrial Township Authority (ELCITA)	State
6.	Ranjangaon Industrial Association (RIA)	State

2. **Provide details of corrective action taken or underway on any issues related to anticompetitive conduct by the entity, based on adverse orders from regulatory authorities.**

Name of authority	Brief of the case	Corrective action taken
There were no issues related to anti-competitive conduct by the entity.		

Leadership Indicators

1. **Details of public policy positions advocated by the entity:**

Sr. No.	Public policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes/No)	Frequency of Review by Board (Annually/ Half yearly/ Quarterly / Others – please specify)	Web link, if available
1.	Omission of Electrical Tape from Quality Control Order: Advocated for the removal of IS "7809 (Part 3/ Sec 1): 1986" (Specification for Pressure Sensitive Adhesive Insulating Tapes for electrical purposes) from the Electrical Accessories (Quality Control) Order, 2023.	Direct representation with the Department for Promotion of Industry and Internal Trade (DPIIT).	Yes	Annually	Gazette of India Notification S.O. 187(E), dated January 13, 2026.
	Removal of Import NOC for Friction Shims: Advocated for the elimination of the mandatory 6-month No Objection Certificate (NOC) requirement previously mandated by the Ministry of Steel for the import of friction shims.	Strategic representations and continuous engagement with the Ministry of Steel and NITI Aayog, highlighting the necessity of these components and the impact of the NOC on supply chain efficiency.	Yes	Annually	Ministry of Steel notification

PRINCIPLE 8: BUSINESSES SHOULD PROMOTE INCLUSIVE GROWTH AND EQUITABLE DEVELOPMENT.

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes / No)	Relevant Web link
No Social Impact Assessments were conducted during the year.					

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:

Sr. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In ₹)
Not Applicable						

3. Describe the mechanisms to receive and redress grievances of the community.

3M India has established mechanisms to receive and address community grievances through multiple channels, including direct engagement via email and collaboration with NGO partners.

Regular site visits by manufacturing teams and interactions with local authorities and community stakeholders provide firsthand insights into concerns. Volunteers play a role in gathering insights and feedback on programmes through volunteering activities.

In addition, third-party monitoring and evaluation agencies conduct field assessments to ensure objective oversight.

Grievance redressal is further strengthened through needs assessments conducted in partnership with NGOs, which inform the design of targeted, multi-year community programmes. Continuous stakeholder feedback is incorporated throughout programme implementation, ensuring timely resolution of concerns and alignment with community needs.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
Directly sourced from MSMEs/ small producers	24%	21%
Directly from within India	49%	44%

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost:

Location	FY25-26 Current Financial Year	FY24-25 Previous Financial Year
Rural	0.004%	0.02%
Semi-urban	27.65%	29%
Urban	4.20%	4%
Metropolitan	68.14%	67%

Leadership Indicators

1. **Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):**

Details of negative social impact identified	Corrective action taken
Not Applicable	

2. **Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:**

Sr. No.	State	Aspirational District	Amount spent (In ₹)
1.	Odisha	Balangir	21,35,505
2.	Assam	Goalpara	19,50,973
3.	Uttar Pradesh	Siddharthnagar	19,29,621

3. (a) **Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised /vulnerable groups? (Yes/No)**

   No.

   (b) **From which marginalised /vulnerable groups do you procure?**

   Nil.

   (c) **What percentage of total procurement (by value) does it constitute?**

   Nil.

4. **Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:**

Intellectual Property based on traditional knowledge	Owned Acquired (Yes/No)	Benefit Shared (Yes/No)	Basis of calculating benefit share
Not Applicable			

5. **Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.**

Authority Name	Brief Case	Corrective Action
Not Applicable		

6. **Details of beneficiaries of CSR Projects:**

Sr. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalised groups
1.	3M Wonder Tinkering Labs (STEM) Programme	8,625 students	100%
2.	Community Water Resilience project	4,864 beneficiaries 1500 farmers	100%
3.	Project Nanhi Kali Girl Child Education Programme	2,800 girls	100%
4.	Smile on Wheels Mobile Primary Healthcare Programme	22,162 beneficiaries *(FY 25-26)* 300,000+ beneficiaries till date	100%
5.	We Are All Us – Gender and sexual minorities upliftment Programme	2,742 community members	100%
6.	Pragyaan Girls in STEM Scholarship Programme	200 girls	100%
7.	Scoliosis Project	25 children	100%
8.	Nurses Scholarships	40 students	100%
9.	3M-Scotch-Brite® Scholarships	550 students	100%

PRINCIPLE 9: BUSINESSES SHOULD ENGAGE WITH AND PROVIDE VALUE TO THEIR CONSUMERS IN A RESPONSIBLE MANNER.

Essential Indicators

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

   3M India has established a structured mechanism to receive and address consumer complaints and feedback through the Product Application & Customer Experience (PACE) system, ensuring centralised tracking and timely resolution. A dedicated service team manages the end-to-end complaint lifecycle, including categorisation, assignment, and closure.

   Complaints across areas such as product quality, advertising, data privacy, cybersecurity and trade practices are handled through this system.

   Key features include:

   - Centralised logging of complaints in PACE, tagged by subject and assigned to relevant subject matter experts (SMEs), with escalation to senior leadership or legal teams as required
   - Regular follow-ups by the PACE team with SMEs to ensure accountability and timely resolution
   - Communication of findings and actions to complainants, with feedback captured post-resolution
   - Formal closure and documentation of resolved cases to support traceability and continuous improvement

2. **Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:**

	As a percentage to total turnover
Environmental and social parameters relevant to the product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

3. **Number of consumer complaints in respect of the following:**

Complaint Type	FY25-26 Current Financial Year			FY24-25 Previous Financial Year		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data Privacy	0	0	-	0	0	-
Advertising	0	0	-	0	0	-
Cyber Security	0	0	-	0	0	-
Delivery of Essential Services	0	0	-	0	0	-
Restrictive Trade Practices	0	0	-	0	0	-
Unfair Trade Practices	0	0	-	0	0	-
Others	8,928	0	-	7,847	1	-

4. **Details of instances of product recalls on account of safety issues:**

	Number	Reasons for recall
Voluntary recalls	Nil	Not Applicable
Forced recalls	Nil	

5. **Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.**

Yes, 3M India has implemented structured frameworks to manage cybersecurity and data privacy risks.

The 3M Information Security Policy applies globally to employees and third parties, accessing or supporting 3M systems and is supported by a cybersecurity framework aligned with the NIST Cybersecurity Framework. For data privacy, 3M India adheres to the 3M Global Privacy Policy, accessible at: https://www.3mindia.in/3M/en_IN/company-in/india-privacy-policy/#PolicyStatement.

These frameworks are complemented by third-party due diligence processes to ensure compliance with applicable information security and data protection requirements across the value chain.

6. **Provide details of any corrective actions taken or underway on issues relating to advertising and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.**

No issues reported during the financial year.

7. **Provide the following information relating to data breaches:**

   a. **Number of instances of data breaches**

      0

   b. **Percentage of data breaches involving personally identifiable information of customers**

      Not Applicable.

   c. **Impact, if any,of data breaches**

      Not Applicable.

Leadership Indicators

1. **Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).**

Information on 3M India's products and services is accessible through the official 3M India website (www.3mindia.in), which hosts comprehensive online product catalogues.

In addition, the entity's products are available across leading e-commerce platforms, enabling wider accessibility for customers and partners.

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

3M India has established structured mechanisms to inform and educate consumers on the safe and responsible use of its products, supported by multiple communication formats.

Key measures include:

- **Provision of Technical Data Sheets (TDS) and Material Safety Data Sheets (MSDS)** outlining usage instructions, hazard classification, storage requirements and disposal guidelines
- Inclusion of clear **safety and application instructions** on product packaging to guide end users
- Availability of **instructional videos** on leading e-commerce platforms demonstrating safe and responsible product usage

These initiatives ensure transparent communication, regulatory compliance and enhanced consumer awareness, while supporting safe product handling and usage.

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

3M India has established mechanisms to proactively inform consumers of any risk of disruption or discontinuation of products and services. Relevant business groups issue targeted communications to affected customers, ensuring timely updates and transparency and enabling consumers to take appropriate actions.

4. **Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief.**

   Yes. 3M India provides product information beyond regulatory requirements to enhance consumer awareness and safe usage. Additional disclosures include:

   - Visual representations of product usage, particularly for products involving personal application
   - Guidance on storage conditions and handling
   - Information on recycling and responsible disposal, where applicable

   These measures support informed decision-making, safe product usage and environmental responsibility among consumers.

5. **Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)**

   No, 3M India has not conducted a formal consumer satisfaction survey during the reporting period. However, consumer feedback is continuously captured through existing engagement and grievance redressal mechanisms, which support ongoing monitoring of customer experience and enable continuous improvement.

INDEPENDENT REASONABLE ASSURANCE STATEMENT TO 3M INDIA LIMITED ON THEIR BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORT (BRSR) CORE DISCLOSURES AS PART OF THE ANNUAL REPORT FY2025-26.

To

The Board of Directors of 3M India Limited,

Bengaluru, India

Introduction

Intertek India Private Limited ("Intertek") was engaged by 3M India Limited ("3M") to provide an independent reasonable assurance on its BRSR (Business Responsibility & Sustainability Report) Core disclosures as a part of the Annual Report FY 2025-26 ("the Report"). The scope of the Report comprises the reporting periods of FY 2025-26. The Report is prepared by 3M based on SEBI's (Securities and Exchange Board of India) BRSR guidelines. The assurance was performed in accordance with the requirements of International Federation of Accountants (IFAC), International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information.

Objective

The objectives of this reasonable assurance engagement were, by review of objective evidence, to confirm whether the sustainability related disclosures in the Report are in alignment with the Business Responsibility and Sustainability Report (BRSR) requirements laid down by SEBI and were accurate, complete, consistent, transparent and free of material errors or omission in accordance with the criteria outlined below.

Intended Users

This Assurance Statement is intended to be a part of the Annual Report FY 2025-26 of 3M India Limited.

Responsibilities

The management of 3M is solely responsible for the development of Report and its presentation. Management is also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the Report so that it is free from material misstatement, whether due to fraud or error.

Intertek's responsibility, as agreed with the management of 3M, is to provide assurance and express an opinion on the data and assertions in the Report based on our verification following the assurance scope and criteria given below. Intertek does not accept or assume any responsibility for any other purpose or to any other person or organization. This document represents Intertek's independent and balanced opinion on the content and accuracy of the information and data held within.

Assurance Scope

The assurance has been provided for selected sustainability performance disclosures as per BRSR core disclosures with reference to Business Responsibility and Sustainability Reporting by listed entities as per SEBI Master Circular no. HO/49/14/14(7)2025-CFDPOD2/ I/3762/2026 on 30th January 2026, presented by 3M in its Annual Report FY 2025-26. The assurance boundary included data and information for the operations of 3M at its manufacturing facilities, R&D and offices at Pune, Bengaluru, Ahmedabad. Our scope of assurance included verification of internal control systems, data and information on BRSR core disclosures reported as summarized below:

PRINCIPLE 1: BUSINESSES SHOULD CONDUCT AND GOVERN THEMSELVES WITH INTEGRITY, AND IN A MANNER THAT IS ETHICAL, TRANSPARENT AND ACCOUNTABLE:

- Number of days of accounts payable.
- Concentration of purchases & sales done with trading houses, dealers, and related parties.
- Loans and advances & investments with related parties.

PRINCIPLE 3: BUSINESSES SHOULD RESPECT AND PROMOTE THE WELL-BEING OF ALL EMPLOYEES, INCLUDING THOSE IN THEIR VALUE CHAINS:

- Cost incurred on well-being measures as a % of total revenue of the company.
- Safety related incidents (LTIFR, Fatality, Permanent Disabilities) for employees and workers.

PRINCIPLE 5: BUSINESSES SHOULD RESPECT AND PROMOTE HUMAN RIGHTS:

- Gross wages paid to females as percentage of wages paid.
- Complaints on POSH.

PRINCIPLE 6: BUSINESSES SHOULD RESPECT AND MAKE EFFORTS TO PROTECT AND RESTORE THE ENVIRONMENT:

- Total Scope 1 and Scope 2 emissions.
- GHG emissions intensity (scope 1 and 2).
- Total water consumption, water consumption Intensity and water discharge by destination and levels of treatment.
- Total energy consumed, % of energy consumed from renewable sources and energy intensity.
- Total waste generated (category-wise); waste intensity; Total waste recovered through recycling, re-using or other recovery operations; Total waste disposed by nature of disposal method; waste diverted from landfill.

PRINCIPLE 8: BUSINESSES SHOULD PROMOTE INCLUSIVE GROWTH AND EQUITABLE DEVELOPMENT:

- Input material sourced (from MSMEs/ small producers and from within India)
- Job creation in smaller towns– Wages paid to persons employed in smaller towns (permanent or non- permanent /on contract) as % of total wage cost

PRINCIPLE 9: BUSINESSES SHOULD ENGAGE WITH AND PROVIDE VALUE TO THEIR CONSUMERS IN A RESPONSIBLE MANNER:

- Instances involving loss / breach of data of customers as % of total data breaches or cyber security events

Assurance Criteria

Intertek conducted the assurance work in accordance with the requirements of 'Reasonable Assurance' procedures as per the following standard:

- International Standard on Assurance Engagements (ISAE) 3000 (revised) for 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'.
- International Standard on Assurance Engagements (ISAE) 3410 for 'Assurance Engagements on Greenhouse Gas Statement.

A reasonable assurance engagement involved assessing the risks of material misstatement of the agreed indicators/ parameters whether due to fraud or error, responding to the assessed risks as necesaary in the circumtances. A materiality threshold level of 5% was applied.

Limitations

We have relied on the information, documents, records, data, and explanations provided to us by 3M for the purpose of our review.

The assurance scope excludes:

- Any disclosures beyond those specified in the Scope section above.
- Data and information falling outside the defined reporting period.
- Data pertaining to the Company's financial performance, strategy, and associated linkages articulated in the Report.
- Assertions made by the Company encompassing expressions of opinion, belief, aspiration, expectation, forward-looking statements, and claims related to Intellectual Property Rights and other competitive issues.

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls.

The procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within software/IT systems.

Methodology

Intertek performed assurance work using risk-based approach to obtain information, explanations and evidence that was considered necessary to provide a reasonable level of assurance. The assurance was conducted by desk reviews, visit to 3M's sites in Bengaluru and stakeholder interviews with regards to the reporting and supporting records for the FY2025-26. Our assurance task was planned and carried out during June-July 2026. The assessment included the following:

- Assessment of the select sustainability performance disclosures in accordance with the SEBI's BRSR Core guidelines.
- Review of processes and systems used to gather and consolidate data.
- Examined and reviewed documents, data and other information made available at selected 3M's operationa sites and digitally.
- Conducted physical and remote interviews with key personnel responsible for data management from selected 3M's operational site and corporate office.
- Assessment of appropriateness of various assumptions, estimations and thresholds used by 3M for data analysis.
- Review of BRSR core disclosures for the duration from 1st April 2025 to 31st March of 2026 for 3M was carried out onsite at 3M's corporate office and select business locations.
- Appropriate documentary evidence was obtained to support our conclusions on the information and data reviewed and details were provided in a separate management report.

Conclusions

Intertek reviewed the BRSR Core Indicators in the "Report" for the reporting period from 1st April 2025 to 31st March 2026. Based on the scope of our review, we conclude with reasonable assurance that the sustainability data and information is fairly presented in all material aspects as per BRSR Core guidelines.

Intertek's Competence and Independence

Intertek is a global provider of assurance services with a presence in more than 100 countries employing approximately 43,500 people. The Intertek assurance team included competent sustainability assurance professionals, who were not involved in the collection and collation of any data except for this assurance opinion. Intertek maintains complete impartiality towards any people interviewed.

For Intertek India Pvt. Ltd.

Priyanka Agrawal	**Shilpa Naryal**
Manager- Sustainability	Head of Sustainability
Intertek India	Intertek South Asia & MENAP
July 20, 2026	July 20, 2026

No member of the verification team (stated above) has a business relationship with 3M India Limited stakeholders beyond that is required of this assignment. No form of bribe has been accepted before, throughout and after performing the verification. The verification team has not been intimidated to agree to do this work, change and/or alter the results of the verification. The verification team has not participated in any form of nepotism, self-dealing and/or tampering. If any concerns or conflicts were identified, appropriate mitigation measures were put in place, documented and presented with the final report. The process followed during the verification is based on the principles of impartiality, evidence, fair presentation and documentation. The documentation received and reviewed supports the conclusion reached and stated in this opinion.

ANNEXURE 'D' TO THE REPORT OF THE BOARD OF DIRECTORS

Disclosure pursuant to Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment & Remuneration of Managerial Personnel) Rules, 2014:

1.	The ratio of the remuneration of each Director to the median remuneration of the employees of the Company for FY 25-26.	
	Executive Directors:	
	(a) Ramesh Ramadurai, Managing Director (upto March 31, 2026)	27.66: 1
	(b) Jayanand Kaginalkar, Whole-time Director	13.74: 1
	Independent Directors:	
	(a) Radhika Rajan	1.85:1
	(b) N. V. Sivakumar	1.71:1
	(c) M. D. Ranganath (from February 2, 2026)	0.20:1
	Median remuneration of employees FY 25-26	22,81,765
	Note: The expression Median means the numerical value separating the higher half of a population from the lower half and the median of a fine list of numbers may be found by arranging all the observations from the lowest value to highest value and picking the middle one and if there is an even number of observations, the median shall be the average of the two middle values.	
2.	The percentage increase in remuneration of each Director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any, in FY 25-26.	
	(a) Ramesh Ramadurai, Managing Director	~7.5%*
	(b) Jayanand Kaginalkar, Whole-time Director	-
	(c) Nikhil Arora, Chief Financial Officer (from May 5, 2025)	-
	(d) Pratap Rudra Bhuvanagiri, Company Secretary	~12.35%
3.	The percentage increase in the median remuneration of employees in FY 25-26.	~5.51%
4.	The number of permanent employees on the rolls of the Company:	1,273 permanent employees as on March 31, 2026
5.	Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration.	Average percentile increase in remuneration of employees (excluding managerial Personnel) : ~8.4% Average percentile increase in remuneration of managerial personnel: ~7.5% Average increase in the remuneration of the employees is in line with the industry practice and s within the normal range. No exceptional circumstances for increase in managerial remuneration. The increase is as per Company's increment guideline.
6.	Affirmation that the remuneration is as per the remuneration policy of the Company	Yes

* the percentage increase includes impact of salary revision effected immediately prior to the commencement of the financial year. Excluding this adjustment, the increase during the financial year was ~2% for Managing Director.

On behalf of the Board of Directors

Aseem Joshi
Managing Director
DIN: 07504624

Jayanand Kaginalkar
Whole-time Director
DIN: 07904558

Place: Bengaluru
Date: May 22, 2026

ANNEXURE 'E' TO THE REPORT OF THE BOARD OF DIRECTORS

Form No. AOC.2

(Pursuant to clause (h) of sub-section (3) of section 134 of the Companies Act, 2013 and Rule 8(2) of the Companies (Accounts) Rules, 2014).

Form for disclosure of particulars of contracts/arrangements entered into by the Company with related parties referred to in sub- section (1) of section 188 of the Companies Act, 2013 including certain Arm's length transactions under third proviso thereto.

1. Details of contracts or arrangements or transactions not at arm's length basis: **Nil**
   (a) Name(s) of the related party and nature of relationship: **Nil**
   (b) Nature of contracts/arrangements/transactions: **Nil**
   (c) Duration of the contracts/arrangements/transactions: **Nil**
   (d) Salient terms of the contracts or arrangements or transactions including the value, if any: **Nil**
   (e) Justification for entering into such contracts or arrangements or transactions: **Nil**
   (f) Date(s) of approval by the Board: **Nil**
   (g) Amount paid as advances, if any: **Nil**
   (h) Date on which the special resolution was passed in general meeting as required under first proviso to section 188: **Nil**

2. Details of material contracts or arrangement or transactions at Arm's length basis
   (a) Name(s) of the related party and nature of relationship:

   3M Company, USA – Holding/Parent Company

   (b) Nature of contracts/arrangements/transactions:

   Sl. No. Nature of Transactions

   1. Income from Contract Research
   2. Sale of Goods and Services
   3. Purchases of Goods and Services
   4. Royalty
   5. Management Support Services

   The above transactions are in the ordinary course of business and are on an arm's length basis.

   (c) Duration of the contracts/arrangements/transactions: ongoing, will be continuous year on year.

   (d) Salient terms of the contracts or arrangements or transactions including the value, if any:

Sl. No.	Nature of Transactions	Salient Terms
1.	Income from Contract Research	billing in USD on a yearly basis
2.	Sale of Goods and Services	billing in USD, receipt within 15 days from end of the month
3.	Purchases of Goods and Services	billing in USD, payment to be made within 15 days from end of the month
4.	Royalty	billing in USD, on a quarterly basis
5.	Re-charge (Net)	billing in USD, payment/receipt within 15 days from the end of the month

(₹ in crores)

Sl. No.	Nature of Transactions	Actual value of transactions for FY 25-26
		3M Company, USA - Holding / Parent Company
	INCOME	
1.	Income from Contract Research	24.02
2.	Sale of Goods	3.43
3.	Management Support Services	9.74
	Total	**37.19**
	EXPENDITURE	
1.	Purchases of Materials	424.53
2.	Royalty	86.71
	Total	**511.24**
	Grand Total	**548.43**

Terms and Conditions for the transaction are in ordinary course of business and on arm's length basis, which is same for the entire 3M group companies throughout the world.

(e) Date(s) of approval by the Board:

Not applicable, as the transactions referred to above are in the ordinary course of business and on arm's length basis. Omnibus approval of Audit Committee has been sought for the estimated value of the transactions for FY 25-26 and approval of Shareholders for material related party transactions with 3M Company, USA.

Audit Committee reviews of the actual transactions against the estimated at their Meetings.

(f) Amount paid as advances, if any: **Nil**

On behalf of the Board of Directors

Place: Bengaluru
Date: May 22, 2026

Aseem Joshi
Managing Director
DIN: 07504624

Jayanand Kaginalkar
Whole-time Director
DIN: 07904558

ANNEXURE 'F' TO THE REPORT OF THE BOARD OF DIRECTORS

Annual Report on CSR Activities

(Pursuant to the Companies (Corporate Social Responsibility) Rules, 2014)

1. **A brief outline on CSR Policy of the Company:**
   - (a) The Company's Corporate Social Responsibility (CSR) framework is anchored in two focus areas: STEM and Skilled Trades and Community Needs, reflecting its commitment to creating meaningful social impact through innovative interventions.
   - (b) Under STEM and Skilled Trades, the Company supports initiatives that enhance access to education and career opportunities in science, technology, engineering, mathematics and skilled trades. Key interventions include fostering scientific temperament and innovation through STEM tinkering spaces in government schools, providing holistic educational support to underserved girl students and enabling professional education for women in STEM fields through scholarships.
   - (c) The Community Needs focus area addresses priority local requirements in communities surrounding the Company's operations and manufacturing locations. Interventions aim to improve quality of life outcomes across public health and safety, environment, livelihoods and support for vulnerable communities, including assistance during natural disasters.
   - (d) All CSR initiatives are aligned with Schedule VII of the Companies Act, 2013 and mapped to the United Nations Sustainable Development Goals (SDGs).

2. **The Composition of CSR Committee:**

Sl. No.	Name of Director	Designation/Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Radhika Rajan	Chairperson - Independent Director	2	2
2	Jung Hyun Kim	Member - Non-Executive Director	2	2
3	Ramadurai Ramesh	Member - Managing Director	2	2
4	Jayanand Kaginalkar	Member - Whole time Director	2	2

3. **Web-link(s) where Composition of CSR Committee, CSR Policy and CSR Projects approved by the board are disclosed on the website of the Company:**
   https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/.

4. **Executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8, if applicable:** Not Applicable

5. (a) Average net profit of the Company as per sub-section (5) of section 135: ₹ 707.42 crores
   - (b) Two percent of average net profit of the Company as per sub-section (5) of section 135: ₹ 14.15 crores
   - (c) Surplus arising out of the CSR Projects or programmes or activities of the previous financial years: ₹ 0.40 crores
   - (d) Amount required to be set-off for the financial year, (if any): Nil
   - (e) Total CSR obligation for FY 25-26 [(b)+(c)-(d)]: ₹ 14.15 crores

6. (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project): ₹ 14.16 crores
   - (b) Amount spent in Administrative Overheads: Nil
   - (c) Amount spent on Impact Assessment, if applicable: Not Applicable
   - (d) Total amount spent for FY 25-26 [(a)+(b)+(c)]: ₹ 14.16 crores

(e) CSR amount spent or unspent for the Financial Year:

Total Amount Spent for FY 25-26 (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per sub- section (6) of section 135		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
14.16 crores	Nil	NA	NA	Nil	NA

(f) Excess amount for set-off, if any:

Sl. No.	Particular	Amount (₹ in crores)
(1)	(2)	(3)
i	Two percent of average net profit of the Company as per sub-section (5) of section 135	14.15
ii	Total amount spent for the Financial Year	14.16
iii	Excess amount spent for the Financial Year [(ii)-(i)]	0.01
iv	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	-
v	Amount available for set off in succeeding Financial Years [(iii)-(iv)]	-

7. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years: Not Applicable

1	2	3	4	5	6		7	8
Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Balance Amount in Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Amount Spent in the Financial Year (in ₹)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years (in ₹)	Deficiency, if any
					Amount (in ₹)	Date of transfer		
1	FY-1	Nil	NA	Nil	Nil	NA	NA	NA
2	FY-2	Nil	NA	Nil	Nil	NA	NA	NA
3	FY-3	Nil	NA	Nil	Nil	NA	NA	NA

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year: No

Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Sl. No.	Short particulars of the property of asset(s) [including complete address and location of the property]	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity/ authority/ beneficiary of the registered owner		
(1)	(2)	(3)	(4)	(5)	(6)		
					CSR Not Applicable Registration Number, if applicable	Name	Registered address

9. Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per sub-section (5) of section 135: Not Applicable

On behalf of the Board of Directors

Place: Bengaluru Date: May 22, 2026	**Radhika Rajan** Chairperson, CSR Committee DIN: 00499485	**Aseem Joshi** Managing Director DIN: 07504624	**Jayanand Kaginalkar** Whole-time Director DIN: 07904558

ANNEXURE 'G' TO THE REPORT OF THE BOARD OF DIRECTORS

Information as per Section 197(12) of the Companies Act, 2013, read with the Rule 5(1) (2) & (3) of the Companies (Appointment & Remuneration) Rules, 2014 and forming part of the Report of the Directors for the Year Ended March 31, 2026.

Sl. No.	Name	Age Yrs	Designation	Remuneration ₹ (Gross)	Educational Qualifications	Date of joining	Date of leaving	Previous employment and designation
1	2	3	4	5	6	7	8	9
A: Top ten (10) employees in terms of remuneration drawn during the year:								
1	Ramesh Ramadurai	64	Managing Director	62,764,108	IIT-Chemical Engineering, IIM-PG	June 1, 2019	March 31, 2026	3M China - Business Director – Asia & GCA
2	Vijay Kumar Ramamoorthy	57	Director, CBTD, Asia	36,933,926	MBA	September 1, 2023		3M Singapore - SEA TEBG leader
3	Rajiv Gupta	54	Head-Health Care Business	31,717,232	BE (Mechanical), MBA	April 14, 1997		JCB India Ltd, Sales Manager
4	Jayanand Vasudeorao Kaginalkar	61	Whole-time Director	31,353,867	Post Graduate Diploma in Management, BE (Metallurgy)	April 1, 2025		3M Singapore - Director SIBG Asia BSC
5	Shreya Bhagwanth	50	APAC Total Rewards Leader	29,559,419	Master's Degree in Human Resources Management	September 17, 2018		Senior HR Business Partner - Corporate, Head - HR - Siemens Financial Services
6	Sanjit Satapathy	58	APAC Segment Director, HC	28,136,195	Post-Graduate Diploma in Marketing	November 4, 1998		Wipro Consumer Products - Area Marketing Manager
7	Ashutosh Shirodkar	54	Head-Safety & Industrial Business	24,197,107	Diploma in Chemical Technology	November 1, 2020		3M Indonesia - Country Sales Leader - SIBG
8	Pawan Kumar Singh	55	Head-Transportation & Electronics	23,723,146	B.Tech, M.Plan, MBA	September 5, 2005		CMS Traffic Systems Ltd - Regional Manager- North
9	Priya Menon	53	General Counsel	22,666,469	BA- LLB (Hons)	August 3, 2020		Wework India Pvt Ltd - General Counsel
10	Aparna Sardar	57	Senior Manager HR Operations Leader	20,166,409	MBA	August 22, 2012		Mphasis Ltd – AVP – Training and Quality Leader

Sl. No.	Name	Age Yrs	Designation	Remuneration ₹ (Gross)	Educational Qualifications	Date of joining	Date of leaving	Previous employment and designation
1	2	3	4	5	6	7	8	9
B: Other employees drawing a remuneration of not less than ₹ 1.02 crores p.a. and employed throughout the year other than A								
1	Jerry Daniel	58	Area Portfolio Leader	19,605,807	Diploma in Marketing	July 1, 2023		3M Thailand - Sr. Manager Sales - AASD - SEA Region & BDM
2	Anil Hak	58	SIBG Sales Enablement Leader	17,669,596	Post-Graduate Diploma in Marketing / BE (Mechanical)	February 12, 2003		Loctite India Pvt Ltd - Manager Automotive
3	Rahul Sachdeva	48	Asia PACE/ SPT & India HCBG	17,065,951	Master's Degree in Polymer Science	October 11, 2005		GE plastic Technologies - Application Development Specialist
4	Vinay Pathak	49	Asia Technical Manager	16,960,171	BE (Mechanical), MBA (Marketing)	June 11, 2007		Joseph Leslie Drager - Asst. General Manager - Sales & Marketing
5	Radhika Anne	51	Country Division Manager	15,910,436	Master's Degree in Marketing	April 1, 2003		J&J - Area Sales Manager - Strategic Excellence
6	Siddhesh Varde Borkar	54	Country Business Leader - CBG	15,887,061	Master's Degree in Marketing	May 16, 2002		Godrej Foods Ltd - Asst Manager Marketing
7	Amlendukumar Singh	49	Division Sales Manager	14,700,839	MBA	November 8, 2010		Kansai Nerolac Paints - Divisional Sales Manager
8	Debasish Gupta	59	Division Sales Mgr, PSD	14,078,701	BE	September 1, 2017		Are 3M Gulf Ltd - Country Manager Eastern Africa
9	Goverdhan Reddy Suravaram	59	Manager, Asia SIP	13,960,089	Post-Graduate Diploma in Management	January 22, 2001		Shoppers Stop Ltd - Customer Care Associates
10	Venkatesh TH	58	Manager Technical	13,844,723	MBA	September 5, 2003		3M Electro & Communication India Pvt Ltd - Lab Leader
11	Vijay Soni	51	Channel Leader, GIC	13,546,654	MBA	January 17, 2008		Shell Lubricants - Regional Sales Manager
12	Rachita Dinesh	44	Mgr Sr Asia Product Stewards	13,276,671	Master's Degree in Environmental Engineering	March 24, 2008		GE Medical Systems India Pvt Ltd - Engineer Technical
13	Dhritisunder Bhattacharya	50	Asia Area Tech Leader T&E	13,140,853	BE (Mechanical)	May 2, 2001		Asahi Glass Company India - Quality and Design Engineer

Sl. No.	Name	Age Yrs	Designation	Remuneration ₹ (Gross)	Educational Qualifications	Date of joining	Date of leaving	Previous employment and designation
1	2	3	4	5	6	7	8	9
14	Harshit Shukla	44	Portfolio Manager, CBTD, Asia	12,534,020	MBA In Marketing	November 21, 2007		Avery Dennison India Pvt Ltd - Sr Sales & Marketing Specialist
15	Sumita Thomas	45	Tax Leader	12,277,237	Chartered Accountant	February 3, 2025		Intel Technology India Pvt Ltd - Associate Tax Director
16	Prasad Balakrishnan	49	Regional Controller	12,205,083	Chartered Accountant	May 7, 2009		Metro Cash & Carry India Pvt Ltd - Manager Finance
17	Nitin Jethanandani	44	Division Sales Manager – EMSD	12,070,739	BE (Computer Engineering)	June 1, 2011		Capgemini US LLC - Manager
18	Balaji Srinivasalu	52	SR. Manager - Global Cloth & Fiber	11,815,651	Master's Degree in International Business	July 12, 2004		Volvo India Pvt Ltd - Purchasing Manager
19	Ravindra Jakareddy	55	Sr Manager India Region	11,905,308	BE (Mechanical)	July 18, 2008		ESAB India Ltd - Deputy Manager Sales
20	Ram Prasanna Narayanaswamy	43	HR Solutions Manager	11,327,343	BE (Electronics) Post-Graduate Diploma in HR	November 4, 2024		Amazon - Principal Talent Management
21	Amit Singh	54	Mgr Country Division Sales	11,080,497	MBA	March 1, 2004		Allport International Pvt. Ltd - Sales Engineer
22	Boopathy S	46	Division Sales Manager Admd	10,639,114	Master's Degree in Marketing	August 24, 2009		Momentive Performance Materials - Area Sales Manager
23	Vanita Singhal	53	Sr General Manager	10,498,591	Post-Graduate Diploma in Advertising	March 10, 2025		Asian Paints Limited - Lead Corporate Affairs, Policy Advocacy & Market Access
24	Praveen Pinto	53	Plant Manager	10,254,796	Advanced Certificate in Business Administration/ Management	February 10, 2011		Whirlpool of India Limited - Senior Manager Engineering and Projects

C: Employees drawing a remuneration of not less than ₹ 8.50 lakhs p.m. and employed for part of the year other than A & B

Sl. No.	Name	Age Yrs	Designation	Remuneration ₹ (Gross)	Educational Qualifications	Date of joining	Date of leaving	Previous employment and designation
1	2	3	4	5	6	7	8	9
1	Aseem Joshi	49	President 3M India	30,481,179	MBA, MS Industrial Engineering & BE (Mechanical)	October 13, 2025		GMM Pfaduler - CEO
2	Nikhil Arora	51	Chief Financial Officer	26,839,050	CPA	May 5, 2025		Honeywell Technology Solutions - Global CFO
3	Mohan Nair	60	India Div Sales Mg	15,250,730	Bachelor's Degree in Science	September 1, 2024	January 31, 2026	3M Electro & Communication India Pvt Ltd - Division Manager
4	Vidya Sarathy	59	Senior Manager	7,313,885	Bsc; FCA; FCS; CMA; Dipl in IFRS ACCA (UK)	April 29, 2021	April 30, 2025	Sud-Chemie Pvt Ltd, Clariant Group USA - CFO and CS
5	Viswanadha Sai Golla	60	India Quality Leader	5,761,392	MBA	May 17, 2010	June 30, 2025	Cadbury - Associate Vice President

Notes

1. Remuneration includes salary, bonus, allowances, Company's contribution to superannuation funds and provident fund, medical reimbursements, leave travel assistance, 3M US Stock option payments, excludes contribution to provident funds and value of perquisites as per Income Tax Rules.
2. No one listed above is related to any of the Directors of the Company and all the above appointments are/were on contractual basis.
3. Other terms and conditions are as per rules of the Company and, where required, according to sanctions from the Government.
4. Employees whose remuneration cost cross-charged/reimbursed by another 3M group entity are not considered in the above list.

On behalf of the Board of Directors

Place: Bengaluru
Date: May 22, 2026

Aseem Joshi
Managing Director
DIN: 07504624

Jayanand Kaginalkar
Whole-time Director
DIN: 07904558

ANNEXURE 'H' TO THE REPORT OF THE BOARD OF DIRECTORS

Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo

[Pursuant to Section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) of Companies (Accounts) Rules, 2014]

A. CONSERVATION OF ENERGY

(i) The steps taken or impact on conservation of energy:

The Company is committed to continually improving energy efficiency, leveraging engineering expertise, driving site- level improvements, supporting Company sustainability priorities and protecting 3M's reputation. Several actions and initiatives were undertaken to drive energy efficiency in all its manufacturing operations.

Heating, Ventilation and Air Conditioning (HVAC)

- During the year, we continued to strengthen our focus on energy efficiency through targeted enhancements to our HVAC infrastructure. Key initiatives included the deployment of energy-efficient chillers and comprehensive upgrades to the HVAC system, will result in improved system performance and reduced energy consumption.
- Building on these investments, we are further optimising airflow distribution and temperature control through refined system tuning and improved operational settings. These measures enhance load management, reduce unnecessary energy usage and maintain thermal comfort across our facilities.

Compressed Air

- Continue to optimize air compressor operations by improving pressure control and air distribution using VFDs and advanced controllers. Additionally, invested in an energy efficient part picking system to reduce overall compressed air consumption.

Lighting

- A significant transition to LED lighting has been completed and the team continues to evaluate innovative energy-efficient lighting technologies to further reduce energy consumption.

Ovens

- Upgraded the electrical process oven with new technology equipment to reduce energy consumption.
- Continue to optimize oven operating temperatures to improve specific fuel consumption.
- Continue to optimize dryer exhaust systems, including the addition of energy efficient blowers.

(ii) The steps taken by the Company for utilising alternate sources of energy:

Continued initiatives for onsite rooftop solar installation and offsite solar power purchase through open access routes to increase the renewable energy share. The Company installed onsite rooftop solar plant at the Ranjangaon, Pune facility to increase renewable energy share, raising the total to 995KWP. This expansion increases the Company's renewable energy generation to 13,15,000 KW annually.

(iii) The capital investment on energy conservation equipment(s):

During the year under review, the Company focused on investments aiming at energy conservation projects and increasing the usage of renewable energy and or optimisation of energy utilisation.

B. TECHNOLOGY ABSORPTION

(i) The efforts made towards technology absorption: The Company's technical team has been working on the adoption and modification of specific parent company products for local market requirements and redesigning these products to create new market opportunities in India. Technology development capabilities relevant to the local market requirements are being developed at the R&D center to support long-term growth.

Internal practices and procedures are in place to adopt new technologies from the parent company. New products and applications were developed to meet customer requirements based on insights gathered from the market, cost- effective solutions were provided to customers.

(ii) The benefits derived like product improvement, cost reduction, product development or import substitution. New products have been introduced in all four business segments. Several products were developed with the technical knowledge and expertise of the India laboratory team, leveraging the global knowledge base. Company introduced Graphene Coating as premium offering in Ceramic Coating Portfolio for automotive after markets, cost effective solutions were developed for addressing noise sources in automotive – passenger fleet through India made noise and vibration barriers.

(iii) Several local and global patents were filed to protect the Company's intellectual property.

(iv) In case of imported technology (imported during the last three years reckoned from the beginning of the financial year): Technologies and know-how from the parent company include those in the areas of energy cooling films (PRCF-Passive Radiative Cooling Film), advanced nano materials (Glass bubbles) and development of lab capabilities for electronics, semiconductors and data center, adhesives and coatings, corrosion protection coatings, automotive products, retro reflective technology, industrial and safety needs. No technology was imported from other companies other than from the parent company.

(v) The expenditure incurred on Research and Development during FY 25-26

(₹ in crores)

(a)	Capital	15.15
(b)	Revenue	73.78
	Total	88.93
(c)	Total R&D expenditure as a percentage of total turnover	1.75%

C. FOREIGN EXCHANGE EARNINGS AND OUTGO DURING FY 25-26

(a) Foreign Exchange earned in terms of actual inflows: ₹ 96.58 crores

(b) Foreign exchange outgo in term of actual outflows: ₹ 2,203.16 crores

On behalf of the Board of Directors

Aseem Joshi
Managing Director
DIN: 07504624

Jayanand Kaginalkar
Whole-time Director
DIN: 07904558

Place: Bengaluru
Date: May 22, 2026

ANNEXURE 'I' TO THE REPORT OF THE BOARD OF DIRECTORS

Form No. MR-3

Secretarial Audit Report

For the financial year ended March 31, 2026

(Pursuant to Section 204(1) of the Companies Act, 2013 and Rule No. 9 of the Companies (Appointment and Remuneration Personnel) Rules, 2014)

To
The Members
3M India Limited
5th Floor Marksquare, 61 St Marks Road,
Bengaluru, Karnataka, India, 560001

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by 3M INDIA LIMITED (CIN: L31300KA1987PLC013543) (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts /statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's Books, Papers, Minute Books, Forms and Returns filed and other Records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the financial year ended on March 31, 2026 (the audit period) complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed, and other records maintained by the Company during the audit period according to the provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made thereunder;

(ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

(iii) The Depositories Act, 1996 and the Regulations and Byelaws framed thereunder;

(iv) The Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment;

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):

   a. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

   b. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

   c. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 (Not Applicable to the Company during the Audit Period);

   d. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021; (Not Applicable to the Company during the Audit Period);

   e. The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 (up to 14th December, 2025) and the Securities Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025 (from 15th December, 2025) regarding the Companies Act and dealing with client;

   f. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 (Not Applicable to the Company during the Audit Period);

   g. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021; (Not Applicable to the Company during the Audit Period);

   h. The Securities and Exchange Board of India (Buy-Back of Securities) Regulations, 2018 (Not Applicable to the Company during the Audit Period); and

   i. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI LODR).

(vi) Other Laws Applicable Specifically to the Company namely:

   a) Pharmacy Act, 1948

   b) Drugs & Cosmetics Act, 1940

   We have also examined compliance with the applicable clauses of the following:

   a. Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI) on Meetings of the Board of Directors and General Meeting.

   b. Listing Agreements entered into by the Company with BSE Limited and National Stock Exchange of India Limited.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc., mentioned above.

We further report that pursuant to Regulation 23(9) of SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015 there was a delay of one day in submitting the disclosure of related party transactions with the Stock Exchanges, for the half year ended September 30, 2025. In this regard, a fine of ₹ 5,000 each was levied on the Company by both National Stock Exchange of India Limited and BSE Limited.

We further report that we have not examined compliance with applicable Financial Laws, like Direct and Indirect Tax Laws, since the same has been subject to review by statutory financial audit and other designated professionals.

We report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notices have been given to all the directors to schedule the Board Meetings. The agenda and detailed notes on agenda were sent at least seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

As per the minutes of the meetings duly recorded and signed by the Chairperson, the decisions of the Board were unanimous, and therefore no dissenting views were required to be captured and recorded as part of the minutes.

As informed by the Company, based on a monitoring mechanism in place to monitor compliances with applicable laws, we report that the Company has adequate systems and processes commensurate with its size and operations to monitor and ensure compliance with applicable laws, rules, regulations, and guidelines.

We further report that there are no events / actions having a major bearing on the company's affairs in pursuance of the above-mentioned laws, rules, regulations, guidelines etc., during the audit period.

For **V. Sreedharan & Associates**
Company Secretaries

Pradeep B Kulkarni
Partner
F.C.S. 7260 ; C.P. No. 7835
UDIN: F007260H000443401
Peer Review Certificate No. 5543/2024

Date: May 22, 2026
Place: Bengaluru

This report (i.e., Form No. MR-3) is to be read with our letter of even date which is annexed as **Annexure 1** and forms an integral part of this report.

'Annexure 1'

To
The Members
3M India Limited
5th Floor Marksquare, 61 St Marks Road,
Bengaluru, Karnataka, India, 560001

Our report of even date is to be read along with this letter:

1. Maintenance of secretarial record is the responsibility of the management of the company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the company.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the company.

For **V. Sreedharan & Associates**
Company Secretaries

Pradeep B Kulkarni
Partner
F.C.S. 7260 ; C.P. No. 7835
UDIN: F007260H000443401
Peer Review Certificate No. 5543/2024

Date: May 22, 2026
Place: Bengaluru

ANNEXURE 'J' TO THE REPORT OF THE BOARD OF DIRECTORS

Dividend Distribution Policy

1. Preamble

1.1. 3M India Limited (**the Company**) has formulated this Dividend Distribution Policy (this Policy) as required by regulation 43A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended (**the Listing Regulations**).

1.2. This Policy has been approved by the Board of Directors (Board) of the Company at its Meeting held on February 9, 2017. This Policy may be reviewed by the Board from time to time. This Policy and all amendments thereto will be updated on the Company's website (www.3mindia.in) and in the Company's Annual Report.

2. Policy

2.1. The Board shall consider appropriate financial and other parameters, as well as relevant internal and external factors, when determining the quantum, if any, of dividend to be paid out by the Company, which may include, but shall not be restricted to, all or some of the following as the Board in its discretion considers relevant:

(a) Revenues and net profits for the relevant financial year and future outlook;

(b) Possible current and future cash flow requirements;

(c) Liquidity needs including working capital requirements;

(d) Capital expenditure plans and requirements, including for expansion, modernisation and upgradation of existing operations and infrastructure;

(e) Market expansion plans;

(f) Product expansion plans;

(g) Expenditure on research and development;

(h) Possible organic and inorganic growth opportunities and other usage of cash;

(i) Leverage levels;

(j) Any restrictions and covenants in agreements with debenture-holders, lenders and others;

(k) Comparative tax efficiency of dividend distribution;

(l) Provisions for unforeseen events and contingencies;

(m) Strategic priorities and objectives;

(n) Macroeconomic conditions, local and international;

(o) Any other methods of delivering value to shareholders; and

(p) Accumulated reserves and surplus.

2.2. When deliberating on the recommendation of dividend, the Board will seek to balance the benefit to shareholders of the Company with the comparative advantages of retaining profits in the Company which would lead to greater value creation for all stakeholders.

2.3. In the event that the Board proposes to recommend dividend on the basis of parameters and factors in addition to those stated in clause 2.1 and 2.2 above, or to change any of the relevant parameters and factors, the changes along with the rationale for the same shall be disclosed in the Company's annual report and on the Company's website (www.3mindia.in).

2.4. Recommendation and declaration of dividend, if any, would be in accordance with the Listing Regulations and the Companies Act, 2013 read with the Rules issued there under.

2.5. The shareholders of the Company may expect dividend when the Board, on a consideration of such parameters and factors as it considers relevant, is of the view that it would be in the best interests of the Company and its shareholders as a whole to recommend dividend and the shareholders approve such dividend at the Annual General Meeting. The Board may not recommend dividend where the future outlook, possible future cash flow requirements, growth opportunities, capital expenditure, macroeconomic conditions or other factors, including as mentioned in clause 2.1 above, in the opinion of the Board, do not warrant recommending any dividend.

2.6. The Board's recommendation of dividend would be in the discretion of the Board. Any declaration of dividend pursuant to the Board's recommendation would be subject to the approval of the shareholders at the Annual General Meeting as required by the Companies Act, 2013.

2.7. The Board may utilise the retained earnings to further the business objectives and operations of the Company, to increase value for shareholders in the long run or may distribute amongst the shareholders by way of a dividend in line with this Policy.

2.8. The Board may declare interim or recommend final and/or special dividend as may be permitted under the Companies Act, 2013 or any amendment, modification, variation or re-enactment thereof.

2.9. The Company presently has only one class of shares, being equity shares of face value of ₹ 10 each.

Financial Statements

Independent Auditor's Report

To the members of 3M India Limited

Report on the Audit of the financial statements

OPINION

We have audited the financial statements of 3M India Limited (the "Company") which comprise the balance sheet as at March 31, 2026, and the statement of profit and loss (including other comprehensive income), statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, and its profit and other comprehensive loss, changes in equity and its cash flows for the year ended on that date.

BASIS FOR OPINION

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the financial statements.

KEY AUDIT MATTER

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

REVENUE RECOGNITION

See Note 3(h) and 18 to financial statements

The key audit matter	How the matter was addressed in our audit
The products of the Company are primarily sold through distributors, modern trade and direct sale channels amongst others. Revenue from sale of goods is recognised at contract price after deduction of any trade discounts, volume rebates and any taxes or duties collected on behalf of the government when control of the product is transferred to the customer i.e., on delivery to customer. The Company tracks proof of delivery and reverses the value of goods not delivered by the balance sheet date. We identified revenue recognition as a key audit matter given it is a key performance indicator of the Company. Pressure to achieve targets, earning expectations or incentive schemes linked to performance could create an incentive for revenue to be overstated or before control has been transferred.	To obtain sufficient and appropriate audit evidence our principal audit procedures included, amongst others: • Evaluated the appropriateness of the revenue recognition accounting policies in compliance with the accounting standards. • Tested the design and operating effectiveness of relevant key controls with respect to revenue recognition on a sample basis. • Tested the design, implementation and operating effectiveness of the Company's general IT controls and key application controls over the Company's IT systems which govern revenue recognition in the general ledger accounting system. • Performed substantive testing by selecting statistical samples of revenue transactions, recorded during the year by testing the underlying documents. • Obtaining supporting documentation, on a sample basis for sales transactions recorded immediately pre and post year end to determine whether revenue was recognised in the correct period. • We tested credit notes issued to customers using statistical sampling on sales return during the year and subsequent to the year end. • Tested, on a sample basis, certain journal entries relating to revenues to identify and inquire on unusual items, if any.

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

MANAGEMENT'S AND BOARD OF DIRECTORS' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the state of affairs, profit/loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is also responsible for overseeing the Company's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2A. As required by Section 143(3) of the Act, we report that:

   a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

   b. In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books except for the matter stated in the paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

   c. The balance sheet, the statement of profit and loss (including other comprehensive income), the statement of changes in equity and the statement of cash flows dealt with by this Report are in agreement with the books of account.

   d. In our opinion, the aforesaid financial statements comply with the Ind AS specified under Section 133 of the Act.

   e. On the basis of the written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164(2) of the Act.

   f. The modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2A(b) above on reporting under Section 143(3)(b) and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

   g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".

B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:

   a. The Company has disclosed the impact of pending litigations as at March 31, 2026 on its financial position in its financial statements - Refer Note 33 to the financial statements.

   b. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.

   c. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company.

   d. (i) The management has represented that, to the best of its knowledge and belief, as disclosed in the Note 40 to the financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The management has represented that, to the best of its knowledge and belief, as disclosed in the Note 40 to the financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e. The final dividend paid by the Company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

As stated in Note 13 to the financial statements, the Board of Directors of the Company have proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

f. Based on our examination which included test checks, the Company has used accounting softwares for maintaining its books of account which have a feature of recording audit trail (edit log) facility except that audit trail was not enabled at the database level to log any direct data changes for the accounting software used for maintaining the books of account relating to customer order process for the period April 1, 2025 to May 15, 2025.

For accounting softwares for which audit trail feature is enabled, the audit trail facility has been operating throughout the year for all relevant transactions recorded in the softwares and we did not come across any instance of audit trail feature being tampered with during the course of our audit.

Additionally, except where the audit trail (edit log) facility was not enabled in the previous year, the audit trail has been preserved by the Company as per the statutory requirements for record retention.

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid by the Company to its directors during the current is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Umang Banka
Partner
Membership No: 223018
ICAI UDIN:26223018SHVIEE6176

Place: Bengaluru
Date: May 22, 2026

ANNEXURE A TO THE INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS OF 3M INDIA LIMITED FOR THE YEAR ENDED MARCH 31, 2026

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(i) (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified in a phased manner over a period of three years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the leases agreements are duly executed in favour of the lessee) disclosed in the financial statements are held in the name of the Company.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets or both during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

(ii) (a) The inventory, except goods-in-transit and stocks lying with third parties, has been physically verified by the management during the year. For stocks lying with third parties at the year-end, written confirmations have been obtained and for goods-in-transit subsequent evidence of receipts has been linked with inventory records. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been sanctioned any working capital limits in excess of five crore rupees in aggregate from banks and financial institutions on the basis of security of current assets at any point of time of the year. Accordingly, clause 3(ii)(b) of the Order is not applicable to the Company.

(iii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any investments, provided guarantee or security or granted any advances in the nature of loans, secured or unsecured, to companies, firms, limited liability partnerships or any other parties during the year. The Company has not granted any loans, secured or unsecured, to Companies, firms or limited liability partnership during the year. The Company has granted loans to other parties (employees) during the year in respect of which the requisite information is as below.

(a) Based on the audit procedures carried on by us and as per the information and explanations given to us the Company has provided interest free loans to other parties (employees) as below:

Particulars	Loans (Amount in ₹ crores)
Aggregate amount during the year – Others (employees)	0.47
Balance outstanding as at balance sheet date – Others (employees)	0.48

(b) According to the information and explanations given to us and based on the audit procedures conducted by us, in our opinion, the terms and conditions of the grant of interest free loans provided during the year are not prejudicial to the interest of the Company.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given to other parties (employees), in our opinion the repayment of principal has been stipulated and the repayments or receipts have been regular. The loan given to other parties (employees) are interest free and hence there are no stipulation with respect to the payment of interest. Further, the Company has not given any advance in the nature of loan to any party during the year.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans given. Further, the Company has not given any advances in the nature of loans to any party during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no loan or advance in the nature of loan granted falling due during the year, which has been renewed or extended or fresh loans granted to settle the overdues of existing loans given to same parties.

(f) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment.

(iv) According to the information and explanations given to us and on the basis of our examination of records of the Company, the Company has neither made any investments nor has it given loans or provided guarantee or security and therefore the relevant provisions of Sections 185 and 186 of the Companies Act, 2013 (“the Act”) are not applicable to the Company. Accordingly, clause 3(iv) of the Order is not applicable.

(v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.

(vi) We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Act in respect of its manufactured goods and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.

(vii) (a) The Company does not have liability in respect of Service tax, Duty of excise, Sales tax and Value added tax during the year since effective July 1, 2017, these statutory dues has been subsumed into GST.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion, the undisputed statutory dues including Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues have been generally regularly deposited by the Company with the appropriate authorities.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues were in arrears as at March 31, 2026 for a period of more than six months from the date they became payable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, statutory dues relating to Income-Tax, Sales tax, Service tax, Goods and Service Tax, Duty of Excise, Value added tax and Duty of Customs which have not been deposited on account of any dispute are as follows:

Statute / Nature of Dues	Demand Amount (₹ crores)	Payment under Protest (₹ crores)	Net Amount (₹ crores)	Period to which the amount relates	Forum where dispute is pending
Income tax	32.51	0.28	32.23	2009-10, 2013-15, 2016-18, 2019-20 and 2024-25	Commissioner of Income Tax (Appeals)
	3.99	3.22	0.77	2005-06	High Court
	1.19	0.18	1.01	2011-12	Income Tax Apellate Tribunal
Sales tax / Value added tax / Central Sales tax	31.02	8.82	22.20	2008-18	Apellate Authority up to Commissioner level
	46.42	11.64	34.78	2006-15	Sales Tax Apellate Tribunal
Excise (including service tax)	38.51	2.11	36.40	2007-17	Customs, Excise and Service Tax Apellate Tribunal
	1.18	-	1.18	2006-07	High Court

Statute / Nature of Dues	Demand Amount (₹ crores)	Payment under Protest (₹ crores)	Net Amount (₹ crores)	Period to which the amount relates	Forum where dispute is pending
Custom duty	173.10	8.45	164.65	2011-14 and 2019-24	Customs, Excise and Service Tax Apellate Tribunal
	0.15	-	0.15	2022-23	Commissioner Appeals
Goods and Service Tax	99.79	2.28	97.51	2017-24	Apellate Authority up to Commissioner level
	14.43	0.87	13.56	2016-18	Commissioner Appeals
	5.42	-	5.42	2020-21	High Court

(viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.

(ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company did not have any loans or borrowings from any lender during the year. Accordingly, clause 3(ix)(a) of the Order is not applicable to the Company.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.

(c) In our opinion and according to the information and explanations given to us by the management, the Company has not obtained any term loans. Accordingly, clause 3(ix)(c) of the Order is not applicable.

(d) According to the information and explanations given to us and on an overall examination of the financial statements of the Company, we report that no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) The Company does not hold any investment in any subsidiaries, associates or joint ventures (as defined under the Act) during the year ended March 31, 2026. Accordingly, clause 3(ix)(e) is not applicable.

(f) The Company does not hold any investment in any subsidiaries, associates or joint ventures (as defined under the Act) during the year ended March 31, 2026. Accordingly, clause 3(ix)(f) is not applicable.

(x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.

(xi) (a) During the course of our examination of the books and records of the Company and according to the information and explanations given to us, considering the principles of materiality outlined in Standards on Auditing, we report that no fraud by the Company or on the Company has been noticed or reported during the year.

(b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of our audit procedures.

(xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.

(xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the financial statements as required by the applicable accounting standards.

(xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports of the Company issued till date for the period under audit.

(xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Act are not applicable to the Company.

(xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.

(b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.

(c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.

(d) The Company is not part of any group (as defined in the regulations made by the Reserve Bank of India). Accordingly, the requirements of clause 3(xvi)(d) are not applicable.

(xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.

(xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

(xx) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Act pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Umang Banka
Partner
Membership No: 223018
ICAI UDIN:26223018SHVIEE6176

Place: Bengaluru
Date: May 22, 2026

ANNEXURE B TO THE INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS OF 3M INDIA LIMITED FOR THE YEAR ENDED MARCH 31, 2026

Report on the internal financial controls with reference to the aforesaid financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

OPINION

We have audited the internal financial controls with reference to financial statements of 3M India Limited ("the Company") as of March 31, 2026 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at March 31, 2026, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

MANAGEMENT'S AND BOARD OF DIRECTORS' RESPONSIBILITIES FOR INTERNAL FINANCIAL CONTROLS

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Umang Banka
Partner
Membership No: 223018
ICAI UDIN:26223018SHVIEE6176

Place: Bengaluru
Date: May 22, 2026

Balance Sheet

as at March 31, 2026

(₹ in crores)

	Note	As at March 31, 2026	As at March 31, 2025
I. ASSETS			
(1) Non-current assets			
(a) Property, plant and equipment	4	320.24	318.04
(b) Right - of - use assets	38	162.96	98.82
(c) Capital work-in-progress	4	13.81	9.82
(d) Other intangible assets	5	1.40	0.30
(e) Financial assets			
(i) Loans	7	0.12	0.15
(ii) Other financial assets	8	10.11	6.94
(f) Deferred tax assets (net)	34	22.25	19.63
(g) Income tax assets (net)	34	19.06	81.90
(h) Other non-current assets	9	44.92	38.32
Total non-current assets		**594.87**	**573.92**
(2) Current assets			
(a) Inventories	10	822.96	648.24
(b) Financial assets			
(i) Trade receivables	6	838.60	790.27
(ii) Cash and cash equivalents	11(a)	812.14	932.78
(iii) Bank balances other than (ii) above	11(b)	5.64	4.60
(iv) Loans	7	0.36	0.33
(v) Other financial assets	8	2.09	5.23
(c) Other current assets	9	52.98	51.61
(d) Asset held for sale	4	7.61	7.61
Total current assets		**2,542.38**	**2,440.67**
Total assets		**3,137.25**	**3,014.59**
II. EQUITY AND LIABILITIES			
Equity			
(a) Equity share capital	12	11.27	11.27
(b) Other equity	13	1,756.88	1,835.23
Total equity		**1,768.15**	**1,846.50**
Liabilities			
(1) Non-current liabilities			
(a) Financial liabilities			
(i) Lease liabilities	38	159.22	91.41
(b) Provisions	14	44.85	33.73
Total non-current liabilities		**204.07**	**125.14**
(2) Current liabilities			
(a) Financial liabilities			
(i) Lease liabilities	38	10.53	8.12
(ii) Trade payables			
- Total outstanding dues of micro and small enterprises; and	15	86.22	55.31
- Total outstanding dues of creditors other than micro and small enterprises	15	734.20	700.69
(iii) Other financial liabilities	16	91.01	88.65
(b) Other current liabilities	17	54.95	57.31
(c) Provisions	14	82.97	80.83
(d) Current tax liabilities (net)	34	105.15	52.04
Total current liabilities		**1,165.03**	**1,042.95**
Total liabilities		**1,369.10**	**1,168.09**
Total equity and liabilities		**3,137.25**	**3,014.59**
Material accounting policies	3		

See accompanying notes to the financial statements
As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W-100022

Umang Banka
Partner
Membership No: 223018

Place: Bengaluru
Date: May 22, 2026

for **and on behalf of 3M India Limited**

Aseem Joshi
Managing Director
DIN: 07504624

Jayanand Kaginalkar
Whole-time Director
DIN: 07904558

Nikhil Arora
Chief Financial Officer

Pratap Rudra Bhuvanagiri
Company Secretary
Membership No: A22297

Place: Bengaluru
Date: May 22, 2026

Statement of Profit and Loss

for the year ended March 31, 2026

(₹ in crores)

		Note	Year ended March 31, 2026	Year ended March 31, 2025
I.	**INCOME**			
	Revenue from operations	18	5,089.76	4,445.56
	Other income	19	48.74	70.26
	Total income		**5,138.50**	**4,515.82**
II.	**EXPENSES**			
	Cost of materials consumed	20	1,790.68	1,708.07
	Purchases of stock-in-trade	21	1,224.41	1,012.73
	Changes in inventories of finished goods, stock-in-trade and work-in-progress	22	(81.77)	(71.39)
	Employee benefits expense	23	481.72	437.79
	Finance costs	24	43.50	11.17
	Depreciation and amortisation expense	4, 5 and 38	62.64	55.29
	Other expenses	25	688.96	588.75
	Total expenses		**4,210.14**	**3,742.41**
III.	**PROFIT BEFORE EXCEPTIONAL ITEMS AND TAX**		928.36	773.41
IV.	**EXCEPTIONAL ITEM**	41	34.33	-
V.	**PROFIT BEFORE TAX**		894.03	773.41
VI.	**TAX EXPENSE :**			
	(i) Current tax charge	34	374.24	287.52
	(ii) Deferred tax (credit) / charge	34	(2.53)	9.82
	Total tax expenses		**371.71**	**297.34**
VII.	**PROFIT FOR THE YEAR**		522.32	476.07
VIII.	**OTHER COMPREHENSIVE INCOME / (LOSS)**			
	Items that will not be reclassified subsequently to statement of profit or loss			
	Remeasurements of net defined benefit liability / asset	29	(0.34)	(6.44)
	Income tax relating to items that will not be reclassified subsequently to profit or loss		0.09	1.62
	Other comprehensive loss, net of tax		**(0.25)**	**(4.82)**
IX.	**TOTAL COMPREHENSIVE INCOME FOR THE YEAR**		**522.07**	**471.25**
X.	**EARNINGS PER SHARE (NOMINAL VALUE OF ₹ 10 EACH)**	26		
	- Basic (in ₹)		463.66	422.60
	- Diluted (in ₹)		463.66	422.60
	Material accounting policies	3		

See accompanying notes to the financial statements
As per our report of even date attached

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Umang Banka
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Whole-time Director
DIN: 07904558

Nikhil Arora
Chief Financial Officer

Pratap Rudra Bhuvanagiri
Company Secretary
Membership No: A22297

Place: Bengaluru
Date: May 22, 2026

Statement of changes in Equity

for the year ended March 31, 2026

A. EQUITY SHARE CAPITAL

For the year ended March 31, 2026 (₹ in crores, except for number of shares)

Equity shares of ₹ 10 each issued, subscribed and fully paid up	**Number of shares**	**Amount**
Balance as at April 1, 2025	1,12,65,070	11.27
Changes in equity share capital during the year	-	-
Balance as at March 31, 2026	**1,12,65,070**	**11.27**

For the year ended March 31, 2025 (₹ in crores, except for number of shares)

Equity shares of ₹ 10 each issued, subscribed and fully paid up	**Number of shares**	**Amount**
Balance as at April 1, 2024	1,12,65,070	11.27
Changes in equity share capital during the year	-	-
Balance as at March 31, 2025	**1,12,65,070**	**11.27**

B. OTHER EQUITY

(₹ in crores)

Particulars	**Equity share capital**	**Other equity**					**Total Other Equity**	**Total equity**
		Reserves and surplus			**Remeasurements of net defined benefits liability/ (asset), net of tax**	**Other reserve**		
		Securities premium	**General reserve**	**Retained earnings**				
Balance as at April 1, 2024	**11.27**	**9.50**	**3.04**	**2,133.41**	**(10.31)**	**-**	**2,135.64**	**2,146.91**
Changes in equity for the year ended March 31, 2025								
Profit for the year	-	-	-	476.07	-	-	476.07	476.07
Remeasurement of the net defined benefit liability / asset, net of tax effect	-	-	-	-	(4.82)	-	(4.82)	(4.82)
Dividends (refer note 13)	-	-	-	(771.66)	-	-	(771.66)	(771.66)
Balance as at March 31, 2025	**11.27**	**9.50**	**3.04**	**1,837.82**	**(15.13)**	**-**	**1,835.23**	**1,846.50**
Balance as at April 1, 2025	**11.27**	**9.50**	**3.04**	**1,837.82**	**(15.13)**	**-**	**1,835.23**	**1,846.50**
Changes in equity for the year ended March 31, 2026								
Profit for the year	-	-	-	522.32	-	-	522.32	522.32
Contribution for the year (refer note 28)	-	-	-	-	-	2.26	2.26	2.26
Remeasurement of the net defined benefit liability / asset, net of tax effect	-	-	-	-	(0.25)	-	(0.25)	(0.25)
Dividends (refer note 13)	-	-	-	(602.68)	-	-	(602.68)	(602.68)
Balance as at March 31, 2026	**11.27**	**9.50**	**3.04**	**1,757.46**	**(15.38)**	**2.26**	**1,756.88**	**1,768.15**

See accompanying notes to the financial statements
As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W-100022

Umang Banka
Partner
Membership No: 223018

Place: Bengaluru
Date: May 22, 2026

for **and on behalf of 3M India Limited**

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Managing Director
DIN: 07504624

Jayanand Kaginalkar
Whole-time Director
DIN: 07904558

Nikhil Arora
Chief Financial Officer

Pratap Rudra Bhuvanagiri
Company Secretary
Membership No: A22297

Place: Bengaluru
Date: May 22, 2026

Statement of Cash Flows

for the year ended March 31, 2026

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
CASH FLOW FROM OPERATING ACTIVITIES		
Profit for the year	894.03	773.41
Adjustments for:		
Depreciation and amortisation expense	62.64	55.29
(Reversal) / allowance for doubtful trade receivables (net)	(1.90)	0.34
Liabilities no longer required written back (net)	(0.32)	(5.48)
Share based payments, equity settled	2.26	-
Unrealised exchange gain on foreign currency transactions (net)	(1.33)	(2.33)
(Gain) / loss on disposal and write off of property, plant and equipment (net)	(0.77)	2.03
Interest income	(45.75)	(61.87)
Finance costs	43.50	11.17
	952.36	**772.56**
Movement in working capital:		
Increase / (decrease) in trade payables	64.98	(65.96)
Increase / (decrease) in provisions	12.92	(1.65)
(Decrease) / increase in other financial liabilities and other liabilities	(4.30)	39.42
(Increase) in trade receivables	(45.73)	(87.51)
(Increase) in inventories	(174.72)	(116.45)
(Increase) / decrease in loans, other financial assets, other current and non current assets	(2.01)	21.78
Cash generated from operations activities	**803.50**	**562.19**
Income tax paid (net of refund)	(289.78)	(207.08)
Net cash generated from operating activities (A)	**513.72**	**355.11**
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment and intangible assets including capital work in progress	(58.33)	(55.42)
Proceeds from sale of property, plant and equipment	1.36	0.54
Movement in fixed deposits with original maturity more than 3 months (net)	-	308.00
Interest received	45.50	68.84
Net cash generated (used in) / from investing activities (B)	**(11.47)**	**321.96**

Statement of Cash Flows

for the year ended March 31, 2026

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
CASH FLOW FROM FINANCING ACTIVITIES		
Payment of lease liability (including interest thereon)	(20.21)	(16.92)
Dividends paid (refer note 13)	(602.68)	(771.66)
Net cash (used in) financing activities (C)	**(622.89)**	**(788.58)**
Net (decrease) in cash and cash equivalents (A+B+C)	(120.64)	(111.51)
Cash and cash equivalents at the beginning of the year	932.78	1,044.29
Cash and cash equivalents at the end of the year	**812.14**	**932.78**
Cash and cash equivalents comprise of [refer note 11(a)]:		
Other bank balances		
- in current accounts	32.22	33.07
- deposits accounts (original maturity of three months or less)	779.92	899.71
	812.14	**932.78**
Debt reconciliation statement in accordance with Ind AS 7		
Reconciliation of lease liability (Non-current and Current)		
Opening balance	99.53	18.17
Addition to lease liability	78.81	89.33
Interest cost	11.62	8.95
Payment of lease liability (including interest thereon)	(20.21)	(16.92)
Closing balance	**169.75**	**99.53**
Material accounting policies (refer note 3)		

See accompanying notes to the financial statements
As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W-100022

Umang Banka
Partner
Membership No: 223018

Place: Bengaluru
Date: May 22, 2026

for **and on behalf of 3M India Limited**

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Nikhil Arora
Chief Financial Officer

Pratap Rudra Bhuvanagiri
Company Secretary
Membership No: A22297

Place: Bengaluru
Date: May 22, 2026

Notes to the Financial Statements

1. REPORTING ENTITY

3M India Limited ('the Company') is a subsidiary of 3M Company, USA. The Company manages its operations in four operating segments: Safety & Industrial, Transportation & Electronics, Health Care and Consumer. In India, the Company has manufacturing facilities at Ahmedabad, Bangalore, Pune and has a Research & Development Center in Bangalore. 3M India's four business segments bring together common or related 3M technologies that enhance the development of innovative products and services and provide efficient sharing of business resources. The Company is a public limited company domiciled in India, with Corporate Identification Number (CIN) L31300KA1987PLC013543. Its registered office situated at Plot Nos. 48-51, Electronic City, Hosur Road, Bengaluru - 560 100. The Company is listed on the Bombay Stock Exchange Ltd (BSE) and the National Stock Exchange Ltd (NSE).

2. BASIS OF PREPARATION

A. Statement of compliance

These financial statements of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) as per the Companies (Indian Accounting Standards) Rules, 2015, as amended notified under Section 133 of Companies Act, 2013, (the 'Act') and other relevant provisions of the Act. The financial statements were authorised for issue by the Company's Board of Directors on May 22, 2026. Details of the Company's material accounting policies are included in Note 3.

B. Functional & presentation currency

These financial statements are presented in Indian Rupees (₹), which is also the Company's functional currency. All amounts have been rounded-off to two decimal places to the nearest crores, unless otherwise indicated.

C. Basis of measurement

These financial statements have been prepared under the historical cost basis except for the following items, which are measured on an alternative basis on each reporting date:

- Note 28 - share-based payment arrangements
- Note 29 - defined employee benefits and
- Note 37 - financial instruments

D. Use of estimates and judgments

In preparing these financial statements, management has made judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

Judgments

Information about judgments made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

- Note 38 - leases: whether an arrangement contains a lease, lease classification and lease term.

Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties at the reporting date that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year is included in the following notes:

- Note 3(b), 4 and 5 - useful life of property, plant and equipment and other intangible assets;
- Note 6 to 8 and 37 - impairment of financial assets;
- Note 29 - measurement of defined benefit obligations: key actuarial assumptions;
- Note 3(f) and 10 - provision for inventories;
- Note 28 - valuation of employee stock option plan
- Note 14, 33 and 35 - recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of an outflow of resources.

E. Measurement of fair values

Certain accounting policies and disclosures of the Company require the measurement of fair values, for both financial and non financial assets and liabilities.

The Company has an established control framework with respect to the measurement of fair values.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs)

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into a different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

Further information about the assumptions made in the measuring fair values is included in the following notes:

- Note 29 - share-based payment arrangements and
- Note 37 - financial instruments

F. Current/ Non-current classification

The Company classifies an asset as current asset when:

- it expects to realise the asset, or intends to sell or consume it, in its normal operating cycle;

- it holds the asset primarily for the purpose of trading;

- it expects to realise the asset within twelve months after the reporting period; or

- the asset is cash or a cash equivalent unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current

A liability is classified as current when –

- it expects to realise the asset, or intends to sell or consume it, in its normal operating cycle;

- it holds the liability primarily for the purpose of trading;

- the liability is due to be settled within twelve months after the reporting period; or

- it does not have the right at the end of the reporting period to defer settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash or cash equivalents. The Company's normal operating cycle is twelve months.

3. MATERIAL ACCOUNTING POLICIES

(a) Financial instruments

i. Recognition and initial measurement

The Company initially recognises financial assets and financial liabilities when it becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are measured at fair value on initial recognition which are initially measured at transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities, that are not at fair value through profit or loss, are added to the fair value on initial recognition. Regular way purchase and sale of financial assets are accounted for at trade date.

ii. Classification and subsequent measurement

Financial assets

On initial recognition, a financial asset is classified as measured at

Financial assets carried at amortised cost

A financial asset is subsequently measured at amortised cost if it is held within a business model whose objective is to hold the asset in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at fair value through other comprehensive income

A financial asset is subsequently measured at fair value through other comprehensive income if it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at fair value through profit or loss

A financial asset which is not classified in any of the above categories are subsequently fair valued through profit or loss.

Financial liabilities

Financial liabilities are subsequently carried at amortized cost using the effective interest method. For trade and other payables maturing within one year from the Balance Sheet date, the carrying amounts approximate fair value due to the short maturity of these instruments.

iii. Derecognition

Financial assets

The Company derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the right to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial assets are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards

Notes to the Financial Statements

of ownership and does not retain control of the financial asset.

Financial liabilities

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire.

The Company also derecognises a financial liability when its terms are modified and the cash flows under the modified terms are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and a new financial liability with modified terms is recognised in the Statement of profit and loss.

iv. Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the balance sheet when, and only when, the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or realise the asset and settle the liability simultaneously.

(b) Property, plant and equipment (including capital work in progress)

i. Recognition and measurement

The cost of an item of property, plant and equipment shall be recognised as an asset if, and only if it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably

Items of property, plant and equipment, are measured at cost, which includes capitalised borrowing cost, less accumulated depreciation and accumulated impairment losses, if any.

Cost of an item of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, any directly attributable cost of bringing the item to its working condition for its intended use and estimated costs of dismantling and removing the item and restoring the site on which it is located.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in the Statement of profit and loss.

ii. Subsequent expenditure

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company.

iii. Depreciation

Depreciation is calculated on cost of items of property, plant and equipment less their estimated residual values over their estimated useful lives using the straight-line method, and is recognised in the Statement of profit and loss.

Leasehold improvements are amortised over the period of lease or the estimated useful life (3-10 years) whichever is lower. Freehold land is not depreciated.

The estimated useful lives of items of property, plant and equipment for the current and comparative periods are as follows:

Category of asset	Useful lives adopted by Company	Useful lives as per Schedule II of Companies Act, 2013
Buildings	10 - 30 years	30 years
Plant and machinery	3 - 15 years	15 years
Furniture and fixtures	10 years	10 years
Office equipment	5 years	5 years
Data processing equipment	3 years	3 years
Vehicles	5 years	6 - 10 years

Depreciation/amortisation method, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate. Based on technical evaluation and consequent advice, the management believes that the estimates of useful lives as given above best represent the period over which management expects to use these assets and are different from the useful lives as prescribed under Part C of Schedule II of the Companies Act, 2013 for some assets.

Depreciation on additions (disposals) is provided on a pro-rata basis i.e. from (upto) the date on which asset is ready for use (disposed of).

Capital work in progress includes cost of property, plant & equipment under installation/ under development as at the balance sheet date.

Notes to the Financial Statements

(c) Intangible assets

i. Internally generated : Research and development

Expenditure on research activities is recognised in Statement of profit and loss as incurred.

Development expenditure is capitalised as part of the cost of the resulting intangible asset only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Company intends to and has sufficient resources to complete development and to use or sell the asset. Otherwise, it is recognised in statement of profit or loss as incurred. Subsequent to initial recognition, the asset is measured at cost less accumulated amortisation and any accumulated impairment losses.

ii. Subsequent expenditure

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company.

iii. Others

Other intangible assets are stated at acquisition cost. Such intangible assets are subsequently measured at cost less accumulated amortisation and any accumulated impairment losses.

Amortisation is calculated to write off the cost of intangible assets less their estimated residual values over their estimated useful lives using the straight-line method, and is included in depreciation and amortisation in Statement of profit and loss. The amortisation rates used are:

Asset	Useful life	Useful lives as per Schedule II of Companies Act, 2013
Computer software	3 years	6 years

(d) Business combinations

Business combinations involving entities or businesses in which all the combining entities or businesses are ultimately controlled by the same party or parties both before and after the business combination and where that control is not transitory, are accounted for as per the pooling of interest method. The business combination is accounted for as if the business combination had occured at the beginning of the earliest comparative period presented or, if later, at the date the common control was established. The assets and liabilities are carried acquired are recognised at their carrying amounts.

(e) Impairment

(i) Financial assets

The Company recognizes loss allowances using the expected credit loss (ECL) model for the financial assets which are not fair valued through profit or loss. Loss allowance for trade receivables with no significant financing component is measured at an amount equal to lifetime ECL. For all other financial assets, expected credit losses are measured at an amount equal to the 12-month ECL, unless there has been a significant increase in credit risk from initial recognition in which case those are measured at lifetime ECL. The amount of expected credit losses (or reversal) that is required to adjust the loss allowance at the reporting date to the amount that is required to be recognised is recognized as an impairment gain or loss in the Statement of profit and loss.

The Company at end of each reporting period evaluates, if any indicators are present which might require Company to impair its financial assets.

Write off

The gross carrying amount of a financial asset is written off when the Company has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. The Company individually makes an assessment with respect to the timing and amount of write-off based on whether there is a reasonable expectation of recovery. The Company expects no significant recovery from the amount written off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Company's procedures for recovery of amounts due.

(ii) Non -financial assets

Intangible assets and property, plant and equipment

Intangible assets and property, plant and equipment are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing other than goodwill, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash generating units (CGUs) to which the asset belongs.

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If such assets are considered to be impaired, the impairment to be recognized in the Statement of profit and loss is measured by the amount by which the carrying value of the assets exceeds the estimated recoverable amount of the asset. An impairment loss is reversed in the statement of profit and loss if there has been a change in the estimates used to determine the recoverable amount. The carrying amount of the asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortization or depreciation) had no impairment loss been recognized for the asset in prior years.

(f) Inventories

Inventories are valued at the lower of cost and estimated net realizable value, after providing for cost of obsolescence and other anticipated losses, wherever considered necessary. The costs of raw materials and traded goods are ascertained on First-In-First-Out basis, whereas manufactured work-in-progress and finished goods are ascertained on weighted average method.

Finished goods and work-in-progress include costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

The comparison of cost and net realisable value is made on an item-by-item basis.

The net realisable value of work-in-progress is determined with reference to the selling prices of related finished goods. Raw materials, components and other supplies held for use in the production of finished products are not written down below cost except in cases when a decline in the price of materials indicates that the cost of the finished products shall exceed the net realisable value.

The provision for inventory obsolescence is arrived on quarterly basis based on the policy determined by the Company.

(g) Foreign currency transactions

Transactions in foreign currencies are initially recorded by the Company at their functional currency spot rates at the date of the transaction. Monetary assets and liabilities denominated in foreign currency are translated at the functional currency spot rates of exchange at the balance sheet date. Exchange differences that arise on settlement of monetary items or on reporting at each balance sheet date of the Company's monetary items at the closing rates are recognised as income or expenses in the period in which they arise. Non-monetary items which are carried at historical cost denominated in a foreign currency are reported using the exchange rates at the date of transaction. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined.

(h) Revenue recognition

Revenue is measured based on the consideration specified in a contract with a customer after deduction of any trade discount, volume rebate and taxes or duties collected on behalf of the government such as goods and service tax, etc. The Company recognises revenue when it transfers control over a good or service to a customer. For sale of finished goods and traded goods, revenue is recognised when the goods are delivered and have been accepted by customers as per the terms of the arrangement. For contracts that permit the customer to return an item, revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur.

The Company creates provision for the sales returns based on the historical sales reversal trend.

For sale of services which includes income from contract research and management support service fee, revenue is recognized based on agreements/ arrangements with the customers as the service is performed.

The Company has determined that the revenues as disclosed in Note 18 are disaggregated into categories that depict how the nature, amount, timing and uncertainty of revenue and cash flows are affected by economic factors.

Other income primarily includes interest income which is recognised using the effective interest rate (EIR) method.

(i) Employee benefits

Short-term employee benefits

Short-term employee benefits are measured on an undiscounted basis and expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus, if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Defined contribution plans

A defined contribution plan is a post-employment benefit plan where the Company's legal or constructive obligation is limited to the amount that it contributes to a separate legal entity. Obligations for contributions to defined contribution plan are expensed as an employee benefits expense in the statement of profit and loss in period in which the related service is provided by the employee.

Provident fund

Contribution towards provident fund for employees is made to the regulatory authorities, where the Company has no further obligations. Such benefits are classified as Defined Contribution Schemes as the Company does not carry any further obligations, apart from the contributions made on a monthly basis.

Defined benefit plans

Gratuity

The Company has an obligation towards gratuity, a defined benefit retirement plan covering eligible employees. The Company has an Employees Gratuity Fund where the investments are administered by a Fund Manager. The Company accounts for the liability of Gratuity Benefits payable in future based on an independent actuarial valuation (using the Projected Unit Credit method). Actuarial losses/ gains are recognised in Statement of profit and loss under 'Other Comprehensive Income' in the year in which they arise. Current and non current classification based on actuarial valuation report.

Compensated absences

The Company provides for the encashment/ availment of leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits, for future encashment/ availment. The liability is provided based on the number of days of unutilized leave at each balance sheet date on the basis of an independent actuarial valuation (using the Projected Unit Credit method). Actuarial losses / gains are recognised in 'Other Comprehensive Income' in the year in which they arise. The liability has been classified as current as the Company does not have unconditional right to defer the liability.

Termination benefits

Termination benefits are expensed at the earlier of when the Company can no longer withdraw the offer of those benefits and when the Company recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the reporting date, then they are discounted.

(j) Share-based payments

The eligible employees of the Company are allotted share appreciation rights (SARs), performance stock units (PSUs) and restricted stock units (RSUs) pertaining to 3M Company, USA (Holding Company).

The fair value of the amount payable to employees in respect of cash-settled share based payment arrangements is recognised as an employee benefits expense with a corresponding increase in liabilities, over the period that the employees unconditionally become entitled to the payment. Any change in the fair value of the liability are recognised in the Statement of profit and loss.

The grant date fair value of equity-settled share-based payment arrangements granted to employees is recognized as an employee benefits expense with a corresponding increase in equity, over the vesting period.

The Company measures compensation expense for SARs using the Black-Scholes option pricing model, RSUs using the fair market value of 3M Company's shares and PSUs using Monte Carlo valuation model.

(k) Income taxes

i. Current tax

Current income tax for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities based on the taxable income for the period. The tax rates and tax laws used to compute the current tax amount are those that are enacted or substantively enacted by the reporting date and applicable for the period. The Company offsets current tax assets and current tax liabilities, where it has a legally enforceable right to set off the recognized amounts and where it intends either to settle on a net basis or to realize the asset and liability simultaneously."

ii. Deferred tax

Deferred income tax is recognized using the balance sheet approach. Deferred income tax assets and liabilities are recognized for deductible and taxable temporary differences arising between the tax base of assets and liabilities and their carrying amount in financial statements, except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profits or loss at the time of the transaction.

Deferred income tax asset are recognized to the extent that it is probable that taxable profit will be

Notes to the Financial Statements

available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilized. Deferred income tax liabilities are recognized for all taxable temporary differences. The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized. Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date. The Company offsets, the current tax assets and liabilities (on a year on year basis) and deferred tax assets and liabilities, where it has a legally enforceable right and where it intends to settle such assets and liabilities on a net basis.

(l) Provisions and contingent liabilities

i. General

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Company expects some or all of a provision to be reimbursed. The expense relating to a provision is presented in the Statement of profit and loss net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

ii. Contingent liabilities

A disclosure for contingent liabilities is made where there is a possible obligation or a present obligation that may probably not require an outflow of resources. When there is a possible or a present obligation where the likelihood of outflow of resources is remote, no provision or disclosure is made.

iii. Onerous contracts

Provision for onerous contracts. i.e. contracts where the expected unavoidable cost of meeting the obligations under the contract exceed the economic benefits expected to be received under it, are recognised when it is probable that an outflow of resources embodying economic benefits will be required to settle a present obligation as a result of an obligating event based on a reliable estimate of such obligation.

(m) Leases

As a lessee

The Company recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, in Statement of profit and loss and adjusted for certain re-measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the its incremental borrowing rate as the discount rate.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if Company changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in statement of profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Company determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The Company presents right-of-use assets that do not meet the definition of investment property separately in the balance sheet and lease liabilities separately within 'Financial Liabilities'.

Short-term leases and leases of low-value assets

The Company has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

(n) Segment reporting

Operating segments

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM). The Director of the Company is responsible for allocating resources and assessing performance of the operating segments and accordingly is identified as the CODM. Refer note 31 for segment information presented.

(o) Cash and cash equivalents

The Company considers all highly liquid investments, which are readily convertible into known amounts of cash that are subject to an insignificant risk of change in value to be cash equivalents. Cash and cash equivalents consist of balances with banks which are unrestricted for withdrawal and usage.

(p) Earnings per share

Basic Earnings Per Share ('EPS') is computed by dividing the net profit attributable to the equity shareholders by the weighted average number of equity shares outstanding during the year.

For the purpose of calculating diluted earnings per share, the net profit/ loss for the period attributable to the equity shareholders and the weighted average number of shares outstanding during the period is adjusted for the effects of all dilutive potential equity shares. The Company does not have any dilutive equity shares.

(q) Cash flow statement

Cash flows are reported using indirect method, whereby net profits before tax is adjusted for the effects of transactions of a non-cash nature and any deferrals or accruals of past or future cash receipts or payments. The cash flows from regular revenue generating (operating activities), investing and financing activities of the Company are segregated.

(r) Government grants

The Company recognises unconditional government grant related to Package Scheme of Incentive (PSI) scheme in statement of profit and loss under other income when the grant becomes receivable.

(s) Recent Indian Accounting Standards :

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. In May 2025, MCA notified amendments to Ind AS 21 - The Effects of Changes in Foreign Exchange Rates, applicable w.e.f. April 01, 2025. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

In August 2025, MCA notified the following amendments to:

1. Ind AS 1, Presentation of Financial Statements, applicable w.e.f. April 01, 2025 – The amendment relates to classification of liabilities as current or non-current and non-current liabilities with covenants. In the context of classifying a liability as current, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance. The amendment also introduces guidance on classification of liabilities with covenants. The Company has no impact of these amendments in its classification criteria of current and non-current liabilities.

2. Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures, applicable w.e.f. April 1, 2025 – The amendment in Ind AS 7 requires to inform users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any impact in its financial statements.

3. Ind AS 12, Income tax – Amendments introduce a temporary mandatory relief from accounting for deferred tax that arise from legislation implementing pillar two legislation and Pillar Two income taxes. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any impact in its financial statements.

Notes to the Financial Statements

4 PROPERTY, PLANT AND EQUIPMENT AND CAPITAL WORK-IN- PROGRESS

a. Property, plant and equipment

(₹ in crores)

Particulars	Freehold land	Buildings	Plant and machinery	Furniture & fixtures	Office equipment	Data processing equipment	Electrical installations	Vehicles	Leasehold improvements	Total
Cost at April 1, 2024	9.89	187.79	389.57	22.45	8.21	0.54	0.10	0.03	0.35	618.93
Additions	-	7.98	35.61	2.86	1.74	-	-	-	8.59	56.78
Reclassified to asset held for sale (refer note (c) below)	(7.61)	(3.31)	-	-	-	-	-	-	-	(10.92)
Disposals	-	(0.29)	(3.95)	(0.43)	(0.17)	-	-	-	-	(4.84)
Balance at March 31, 2025	**2.28**	**192.17**	**421.23**	**24.88**	**9.78**	**0.54**	**0.10**	**0.03**	**8.94**	**659.95**
Cost at April 1, 2025	2.28	192.17	421.23	24.88	9.78	0.54	0.10	0.03	8.94	659.95
Additions	-	3.02	38.40	4.65	1.34	-	-	-	-	47.41
Disposals	-	(0.04)	(10.12)	(0.81)	(0.20)	-	-	(0.01)	(0.07)	(11.25)
Balance at March 31, 2026	**2.28**	**195.15**	**449.51**	**28.72**	**10.92**	**0.54**	**0.10**	**0.02**	**8.87**	**696.11**
ACCUMULATED DEPRECIATION										
Balance at April 1, 2024	-	60.80	219.96	17.28	8.09	0.54	0.10	0.03	0.35	307.15
Depreciation for the year	-	7.74	30.08	1.72	0.22	-	-	-	0.57	40.33
Reclassified to asset held for sale (refer note (c) below)	-	(1.36)	-	-	-	-	-	-	-	(1.36)
Disposals	-	(0.16)	(3.47)	(0.41)	(0.17)	-	-	-	-	(4.21)
Balance at March 31, 2025	**-**	**67.02**	**246.57**	**18.59**	**8.14**	**0.54**	**0.10**	**0.03**	**0.92**	**341.91**
Balance at April 1, 2025	-	67.02	246.57	18.59	8.14	0.54	0.10	0.03	0.92	341.91
Depreciation for the year	-	8.21	32.13	2.04	0.53	-	-	-	1.72	44.63
Disposals	-	(0.02)	(9.56)	(0.81)	(0.20)	-	-	(0.01)	(0.07)	(10.67)
BALANCE AT MARCH 31, 2026	**-**	**75.21**	**269.14**	**19.82**	**8.47**	**0.54**	**0.10**	**0.02**	**2.57**	**375.87**
CARRYING VALUE (NET)										
As at March 31, 2025	**2.28**	**125.15**	**174.66**	**6.29**	**1.64**	**-**	**-**	**-**	**8.02**	**318.04**
As at March 31, 2026	**2.28**	**119.94**	**180.37**	**8.90**	**2.45**	**-**	**-**	**-**	**6.30**	**320.24**

a) There has been no revaluation of property, plant and equipment during the current year and previous year.

b) The title deeds of all the immovable properties are held in the name of the Company.

c) During the current and previous year, the Company had obtained an approval for selling its land and building at Pimpri with the carrying value of ₹ 7.61 crores and ₹ 1.95 crores respectively and accordingly disclosed as " asset held for sale". As at the reporting date, the management has valued these at lower of the carrying value or fair value less cost to sale.

Notes to the Financial Statements

(₹ in crores)

b) Capital work-in-progress	
Balance at April 1, 2024	12.32
Additions during the year	54.40
Capitalised during the year	56.90
Balance at March 31, 2025	**9.82**
Balance at April 1, 2025	9.82
Additions during the year	49.89
Capitalised during the year	45.90
Balance at March 31, 2026	**13.81**

Capital work-in-progress aging schedule

(₹ in crores)

March 31, 2026	Amount in capital work-in-progress for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	13.81	-	-	-	13.81
Projects temporarily suspended	-	-	-	-	-
	13.81	**-**	**-**	**-**	**13.81**

(₹ in crores)

March 31, 2025	Amount in capital work-in-progress for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	2.48	7.34	-	-	9.82
Projects temporarily suspended	-	-	-	-	-
	2.48	**7.34**	**-**	**-**	**9.82**

Capital work in progress whose completion is overdue:

March 31, 2026	To be completed in				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Slitter -Tapes Packaging Automation	-	-	-	-	-
Outsource Manufacturing	-	-	-	-	-
	-	**-**	**-**	**-**	**-**

March 31, 2025	To be completed in				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Slitter -Tapes Packaging Automation	0.62	-	-	-	0.62
Outsource Manufacturing	0.42	-	-	-	0.42
	1.04	-	-	-	1.04

Notes to the Financial Statements

5 OTHER INTANGIBLE ASSETS

(₹ in crores)

Particulars	Computer Software
Cost at April 1, 2024	2.53
Additions	0.12
Disposals	(0.11)
Balance at March 31, 2025	**2.54**
Cost at April 1, 2025	2.54
Additions	1.27
Disposals	(1.40)
Balance at March 31, 2026	**2.41**
Accumulated amortisation	
Balance at April 1, 2024	2.17
Amortisation for the year	0.17
Disposals	(0.10)
Balance at March 31, 2025	**2.24**
Balance at April 1, 2025	2.24
Amortisation for the year	0.16
Disposals	(1.39)
Balance at March 31, 2026	**1.01**
Carrying value (net)	
As at March 31, 2025	**0.30**
As at March 31, 2026	**1.40**

6 TRADE RECEIVABLES

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Trade receivables considered good - secured	7.10	7.94
Trade receivables considered good - unsecured*	832.08	783.14
Trade receivables - credit impaired	16.76	39.18
	855.94	**830.26**
Less: Loss allowance (refer note 37B)	(17.34)	(39.99)
Net trade receivables	**838.60**	**790.27**
Total trade receivables from related parties	24.18	32.47
Loss allowance	-	-
Net trade receivables	**24.18**	**32.47**

* includes unbilled receivables of ₹ 12.31 crores (March 31, 2025: ₹ 12.74 crores)

Trade receivables Ageing Schedule

(₹ in crores)

As at March 31, 2026	Unbilled	Current but not due	Outstanding for following periods from due date of payment					Total
			Less than 6 Months	6 months to 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Undisputed Trade Receivables - considered good	12.31	816.94	9.85	0.08	-	-	-	839.18
Undisputed Trade Receivables - which have significant increase in credit risk	-	-	-	-	-	-	-	-
Undisputed Trade receivable - credit impaired	-	-	-	-	0.83	-	2.38	3.21
Disputed Trade receivables - considered good	-	-	-	-	-	-	-	-
Disputed Trade receivables - which have significant increase in credit risk	-	-	-	-	-	-	-	-
Disputed Trade receivables - credit impaired	-	-		-	-	0.60	12.95	13.55
Total	**12.31**	**816.94**	**9.85**	**0.08**	**0.83**	**0.60**	**15.33**	**855.94**

(₹ in crores)

As at March 31, 2025	Unbilled	Current but not due	Outstanding for following periods from due date of payment					Total
			Less than 6 Months	6 months to 1 year	1 to 2 years	2 to 3 years	More than 3 years	
Undisputed Trade Receivables - considered good	12.74	750.43	25.70	0.50	-	-	-	789.37
Undisputed Trade Receivables - which have significant increase in credit risk	-	-	-	-	-	-	-	-
Undisputed Trade receivable - credit impaired	-	-	-	1.00	1.29	0.25	15.15	17.69
Disputed Trade receivables - considered good	-	-	-	-	-	-	-	-
Disputed Trade receivables - which have significant increase in credit risk	-	-	-	-	-	-	-	-
Disputed Trade receivables - credit impaired	-	-	0.27	-	0.60	6.76	15.57	23.20
Total	**12.74**	**750.43**	**25.97**	**1.50**	**1.89**	**7.01**	**30.72**	**830.26**

The Company's exposure to credit and currency risks, and loss allowances related to trade receivables are disclosed in note 37.

7 LOANS

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Non current		
Unsecured, considered good		
Loans to employees	0.12	0.15
	0.12	**0.15**
Current		
Unsecured, considered good		
Loans to employees	0.36	0.33
	0.36	**0.33**
	0.48	**0.48**

Notes to the Financial Statements

8 OTHER FINANCIAL ASSETS

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Non current		
Unsecured, considered good		
Security deposits	10.11	6.94
	10.11	**6.94**
Unsecured, considered doubtful		
Security deposits	0.42	0.42
Less : Loss allowance	(0.42)	(0.42)
	-	-
	10.11	**6.94**
Current		
Unsecured, considered good		
Security deposits	0.07	2.84
Government grants receivable	1.82	2.19
Other receivables	0.20	0.20
	2.09	**5.23**
Unsecured, considered doubtful		
Security deposits	0.15	0.15
Less : Loss allowance	(0.15)	(0.15)
	-	-
	2.09	**5.23**
	12.20	**12.17**

9 OTHER ASSETS

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Non current		
Unsecured, considered good		
Capital advances	10.63	1.71
Balances with government authorities	0.12	0.69
Payments under protest*	34.17	35.92
Unsecured, considered doubtful		
Payments under protest*	0.48	0.48
Less : Loss allowance	(0.48)	(0.48)
	44.92	**38.32**
Current		
Unsecured, considered good		
Prepayments	15.09	14.51
Corporate social responsibility spent available for carry forward	-	0.40
Advance to suppliers	8.56	4.03
Balances with government authorities	29.33	32.67
	52.98	**51.61**
	97.90	**89.93**

*These payments represents deposits given to government authorities against the ongoing indirect tax litigations.

Notes to the Financial Statements

10 INVENTORIES

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Raw materials	376.25	282.31
[Including in - transit ₹ 165.30 crores (March 31, 2025: ₹ 100.02 crores)]		
Packing materials	10.96	11.95
Work-in-progress	26.83	26.16
Finished goods	139.53	106.74
Stock-in-trade	269.39	221.08
[Including in - transit ₹ 103.81 crores (March 31, 2025: ₹ 98.99 crores)]		
	822.96	648.24

The provision for write down of inventories to net realisable value as at March 31, 2026 amounted to ₹ 5.61 crores (March 31, 2025 : ₹ 6.07 crores). The provision estimated by the management for obsolete stock as at March 31, 2026 amounted to ₹ 10.79 crores (March 31, 2025 : ₹ 11.64 crores).

11 (a) CASH AND CASH EQUIVALENTS

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Balances with banks		
- In current accounts	32.22	33.07
- Deposit accounts (original maturity of three months and less)	779.92	899.71
	812.14	932.78

(b) BANK BALANCES OTHER THAN CASH AND CASH EQUIVALENTS

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Earmarked accounts		
- Unclaimed dividend	5.64	4.60
	5.64	4.60

12 SHARE CAPITAL

(₹ in crores except for number of shares)

	As at March 31, 2026	As at March 31, 2025
Authorised		
Equity shares	11.77	11.77
[1,17,65,070 equity shares of ₹ 10/- each (March 31, 2025: 1,17,65,070 equity shares of ₹ 10/- each)]		
	11.77	11.77
Issued, subscribed and paid up		
Equity shares fully paid up	11.27	11.27
[1,12,65,070 equity shares of ₹ 10/- each (March 31, 2025: 1,12,65,070 equity shares of ₹ 10/- each)]		
	11.27	11.27

Notes to the Financial Statements

a) Reconciliation of shares outstanding at the beginning and at the end of the reporting year

	As at March 31, 2026		As at March 31, 2025	
	Number of shares	Amount	Number of shares	Amount
Opening balance at the beginning of the year	1,12,65,070	11.27	1,12,65,070	11.27
Shares issued during the year	-	-	-	-
Closing balance at the end of the year	1,12,65,070	11.27	1,12,65,070	11.27

b) Rights, preferences and restrictions attached to the equity shares

The Company has only one class of shares referred to as equity shares having a par value of ₹ 10 per share. Each holder of equity shares is entitled to one vote per share held. In the event of liquidation of the Company, the holders of equity shares will be entitled to receive any of the remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

c) Shares held by holding company

	As at March 31, 2026		As at March 31, 2025	
	Number of shares	Amount	Number of shares	Amount
3M Company, USA	84,48,802	8.45	84,48,802	8.45

d) Details of shareholders holding more than 5% of total number of equity shares

	As at March 31, 2026		As at March 31, 2025	
	Number of shares	% holding	Number of shares	% holding
3M Company, USA (Holding company)	84,48,802	75%	84,48,802	75%

e) There has been no buyback of shares, issues of shares by way of bonus shares or issue of shares pursuant to contract without payment being received in cash for the period of five years immediately preceding the date of the balance sheet.

f) Shares held by promoters at the end of the year

Promoter Name	As at March 31, 2026		
	No of Shares	% total of shares	% Change during the year
3M Company, USA (Holding company)	84,48,802	75%	-

Promoter Name	As at March 31, 2025		
	No of Shares	% total of shares	% Change during the year
3M Company, USA (Holding company)	84,48,802	75%	-

Notes to the Financial Statements

13 OTHER EQUITY

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
(i) Securities premium	9.50	9.50
(ii) General reserve	3.04	3.04
(iii) Remeasurements of net defined benefits liability/ (asset), net of tax	(15.38)	(15.13)
(iv) Other reserve	2.26	-
(v) Retained earnings	1,757.46	1,837.82
	1,756.88	**1,835.23**

Also refer statement of changes in equity.

Nature and purpose of other equity

(i) Securities premium

Securities premium reserve is used to record the premium received on issue of shares. The reserve is utilised in accordance with the provisions of the Act.

(ii) General reserve

This represents appropriation of profit by the Company and is available to the shareholders for distribution.

(iii) Remeasurement of defined benefit plans, net of tax

This represents actuarial re-measurements of the defined benefits plan.

(iv) Other reserve

This represents cost related to employee stock option plans (equity-settled) awarded to employees of the Company by its Holding Company which has not been cross charged.

(v) Retained earnings

The cumulative gain or loss arising from the operations which is retained by the Company is recognised and accumulated under the heading of retained earnings. At the end of the year, the profit after tax is transferred from the statement of profit and loss to retained earnings.

Dividends

The following dividends were declared and paid by the Company during the year:

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Dividend on equity shares declared and paid :		
Final dividend for the year ended March 31, 2025: ₹ 535 per share (March 31, 2024: ₹ 685 per share)	602.68	771.66
	602.68	**771.66**
Proposed Dividend on equity shares declared :		
Proposed dividend on equity shares for the year ended on March 31, 2026: ₹ 506 per share (March 31 2025 : ₹ 535 per share)	570.01	602.68
	570.01	**602.68**

For the financial year 2025-26, the Board recommended a dividend of ₹ 506 per equity share (final dividend of ₹ 160 per equity share and special dividend of ₹ 346 per equity share) at its meeting held on May 22, 2026. This payment is subject to the approval of the Shareholders in the ensuing Annual General Meeting of the Company.

Notes to the Financial Statements

14 PROVISIONS

	As at March 31, 2026		As at March 31, 2025	
	Current	Non current	Current	Non current
Provision for employee benefits				
Gratuity (refer note 29 and 41)	0.51	43.94	-	32.82
Compensated absences	31.48	-	26.32	-
Others (refer note 35)				
Provision for asset retirement obligation	-	0.91	-	0.91
Sales tax, service tax and other litigations	18.54	-	22.96	-
Provision for sales return and volume rebate	32.44	-	31.55	-
	82.97	**44.85**	**80.83**	**33.73**

15 TRADE PAYABLES

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Total outstanding dues to micro and small enterprises (Refer note (a) below)	86.22	55.31
Total outstanding dues to creditors other than micro and small enterprises*	734.20	700.69
	820.42	**756.00**

Note (a)		
1. The principal amount and the interest due thereon remaining unpaid to any supplier at the end of each accounting year		
Principal	86.22	55.31
Interest	0.10	0.02
2. The amount of interest paid by the Company in terms of Section 16 of the Micro, Small and Medium Enterprises Development Act, 2006 along with the amount of the payment made to the supplier beyond the appointed date during the year		
Interest	0.29	0.16
Principal	54.80	17.83
3. The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the Micro, Small and Medium Enterprises Development Act, 2006.		
4. The amount of interest accrued and remaining unpaid at the end of each accounting year	0.10	0.02
5. The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues above are actually paid to the small enterprise, for the purpose of disallowance of a deductible expenditure under section 23 of the Micro, Small and Medium Enterprises Development Act, 2006.	-	-

* Includes due to related party (refer note 30)

Note: The above information has been determined based on vendors identified by the Company and confirmed by the vendors.

The Company's exposure to currency and liquidity risks related to trade payables is disclosed in note 37.

Notes to the Financial Statements

Trade payables Ageing Schedule

March 31, 2026

(₹ in crores)

Particulars	Not due*	Outstanding for following periods from due date of payment				
		Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) MSME	85.53	0.69	-	-	-	86.22
(ii) Others	499.44	233.86	0.67	0.23	-	734.20
(iii) Disputed dues – MSME	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-
Total	**584.97**	**234.55**	**0.67**	**0.23**	**-**	**820.42**

March 31, 2025

Particulars	Not due*	Outstanding for following periods from due date of payment				
		Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) MSME	54.23	1.08	-	-	-	55.31
(ii) Others	427.12	272.90	0.54	0.07	0.06	700.69
(iii) Disputed dues – MSME	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-
Total	**481.35**	**273.98**	**0.54**	**0.07**	**0.06**	**756.00**

*includes accrued expenses of ₹ 37.00 crores as at March 31, 2026 (March 31, 2025: ₹ 77.18 crores)

16 OTHER FINANCIAL LIABILITIES

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Employee stock compensation payable (refer note 28)	44.37	50.97
Employee benefit obligation	25.26	19.68
Deposits from customers	10.07	10.68
Unpaid dividends	5.64	4.60
Creditors for capital goods	5.14	1.88
Others	0.53	0.84
	91.01	**88.65**

The Company's exposure to currency and liquidity risks related to other financial liabilities is disclosed in note 37.

17 OTHER CURRENT LIABILITIES

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Advance from customers	2.90	3.42
Statutory liabilities	52.05	53.89
	54.95	**57.31**

Notes to the Financial Statements

18 REVENUE FROM OPERATIONS

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
Sale of products		
Finished goods	2,976.52	2,607.91
Traded goods	2,062.31	1,785.76
Sale of services		
Income from contract research	24.02	22.40
Income from management support service fee	24.10	26.79
Other operating revenue		
Scrap sales	2.81	2.70
	5,089.76	**4,445.56**

Disaggregation of revenue from operations:

(₹ in crores)

Business Segments	Year ended March 31, 2026	Year ended March 31, 2025
a) Safety & Industrial	1,640.04	1,413.87
b) Transportation & Electronics	1,845.54	1,676.55
c) Health Care	1,016.58	865.22
d) Consumer	537.24	464.86
e) Others	50.36	25.06
Total	**5,089.76**	**4,445.56**

(₹ in crores)

		Year ended March 31, 2026	Year ended March 31, 2025
a)	**Timing of revenue recognition**		
	Revenue recognised at a point in time	5,041.64	4,396.37
	Revenue recognised over time	48.12	49.19
		5,089.76	**4,445.56**
b)	**Reconciliation of revenue recognised with contract price**		
	Contracted Price	5,354.40	4,665.24
	Less: Reduction towards sales return, discounts, rebates etc	(264.64)	(219.68)
	Revenue recognised	**5,089.76**	**4,445.56**
c)	**Contract balances**		
	The following table summarises contract balances arising from contracts with customers		
	Trade receivables	838.60	790.27
	Advance from customers	2.90	3.42
	Provision for sales return and volume rebate	32.44	31.55

d) The amount of ₹ 3.42 crores included in contract liabilities (advance from customers) at March 31, 2025 has been recognised as revenue during the year ended March 31, 2026 (March 31, 2025 : ₹ 3.55 crores).

e) No information is provided about remaining performance obligations at March 31, 2026 or at March 31, 2025 that have an original expected duration of one year or less, as allowed by Ind AS 115.

f) Invoices generally have payment terms of 30 to 90 days.

Notes to the Financial Statements

19 OTHER INCOME

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
Interest income from financial assets carried at amortised cost	45.75	61.87
Liabilities no longer required written back (net)	0.32	5.48
Gain on disposal of property, plant and equipment (net)	0.77	-
Reversal for doubtful trade receivables (net)	1.90	-
Miscellaneous income	-	2.91
	48.74	70.26

20 COST OF MATERIALS CONSUMED

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
Inventory of raw materials and packing materials at the beginning of the year	294.26	249.21
Add: Purchases	1,883.63	1,753.12
Less: Inventory of raw materials and packing materials at the end of the year	(387.21)	(294.26)
	1,790.68	1,708.07

21 PURCHASES OF STOCK-IN-TRADE

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
Purchases of stock-in-trade	1,224.41	1,012.73
	1,224.41	1,012.73

22 CHANGES IN INVENTORIES OF FINISHED GOODS, STOCK-IN-TRADE AND WORK-IN-PROGRESS

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
Opening inventory		
- Finished goods	106.74	86.32
- Stock-in-trade	221.08	174.53
- Work-in-progress	26.16	21.74
	353.98	282.59
Closing inventory		
- Finished goods	139.53	106.74
- Stock-in-trade	269.39	221.08
- Work-in-progress	26.83	26.16
	435.75	353.98
Increase in inventory	(81.77)	(71.39)

Notes to the Financial Statements

23 EMPLOYEE BENEFITS EXPENSE

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
Salaries, wages and bonus	417.46	363.84
Gratuity expenses (refer note 29)	9.40	7.22
Contribution to provident and other funds (refer note 29)	17.23	15.73
Share based payment expenses (refer note 28)	15.37	28.95
Staff welfare expenses	22.26	22.05
	481.72	**437.79**

24 FINANCE COSTS

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
Interest expense on lease liabilities	11.62	8.95
Interest on income tax matters (refer note 34)	31.49	1.85
Others	0.39	0.37
	43.50	**11.17**

25 OTHER EXPENSES

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
Corporate management fees	129.37	124.18
Selling, distribution and advertisement expenses	121.72	98.91
Royalty	100.45	87.39
Freight outward	83.38	73.15
Power and fuel	27.92	25.75
Travel and conveyance	31.20	24.15
Legal and professional charges (refer note (a) below)	31.87	21.58
Repairs and maintenance		
- Plant and machinery	17.63	14.94
- Building	5.92	3.32
- Others	2.22	2.50
Sub-contracting charges	14.90	12.33
Expenditure towards corporate social responsibility activities (refer note 32)	14.16	11.34
Exchange loss on foreign currency transactions (net)	30.46	9.92
Consumption of stores and spares	12.40	8.72
Rent	1.87	6.56
Rates and taxes	1.50	4.15
Insurance	3.46	3.49
Commission	2.84	2.39
Communication expenses	2.23	2.32
Assets held for sale written off (refer note 4)	-	1.95
Directors' commission and sitting fees	0.86	1.21
Water charges	0.54	0.63
Provision for doubtful debts (net)	-	0.34
Loss on disposal of property, plant and equipment (net)	-	0.08
Miscellaneous expenses	52.06	47.45
	688.96	**588.75**

Notes to the Financial Statements

a) **Payment to auditors #**

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
Audit and limited review fee	1.50	1.44
Tax audit fee	0.14	0.14
Certification fees	0.27	0.40
Reimbursement of out-of-pocket expenses	0.18	0.14
Total	**2.09**	**2.12**

Excluding goods and service tax.

26 EARNINGS PER SHARE

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
Net profit attributable to equity shareholders	522.32	476.07
Weighted average number of equity shares outstanding during the year	1,12,65,070	1,12,65,070
Nominal value of equity shares (₹)	10	10
Basic earnings per share (₹)	463.66	422.60
Diluted earnings per share (₹)	463.66	422.60

27 INTER COMPANY AGREEMENTS AND ARRANGEMENTS

a) **Intellectual property agreement (Royalty expense)**– The Company has entered into Intellectual Property agreement with 3M Innovative Properties Company and 3M Company, USA effective July 1, 2006 for the payment of license fees in the form of royalties. Payments were waived off for a period of 3 years effective from July 1, 2006 to June 30, 2009. The Intellectual Property Agreement with 3M Innovative Properties Company and 3M Company, USA has been revised effective April 1, 2023. Accordingly, the Company has incurred an expenditure of ₹ 86.71 crores for the year ended March 31, 2026 (March 31, 2025: ₹ 75.48 crores) and disclosed as Royalty under other expenses (refer note 25).

b) **Corporate management fees** – In order to avail economies of scale , the Company has entered into inter-company services support services agreement with 3M Global Service Center Management Company, USA (having expertise in establishing, operating and managing international business and incurring costs in developing, manufacturing, marketing and selling a diverse portfolio of products) with effect from April 1, 2019. The Company is charged with comprehensive support services charges by 3M Global Service Center Management Company for the services received from all the 3M group companies in the areas of Laboratory, Technical assistance and Manufacturing, Selling and Marketing, Strategic and Managerial, Information Technology, Routine Administration and Foreign Services Employees Expenses and Outsourced Services of Transaction Processing on competitive conditions. Accordingly, the Company has incurred an expenditure of ₹ 129.37 crores for the year ended March 31, 2026 (March 31, 2025: ₹ 124.18 crores) and disclosed as corporate management fee under other expenses (refer note 25).

c) **Contract research agreement** – The Company has entered into contract research agreement with 3M Innovative Properties Company and 3M Company, USA effective July 1, 2006 for carrying out contract research activities. During the year, Company has recognized an income of ₹ 24.02 crores (March 31, 2025: ₹ 22.40 crores).

Notes to the Financial Statements

28 EMPLOYEE STOCK OPTION PLAN

A. Description of share based payment arrangements

Stock appreciation rights and Restricted stock units (cash-settled)

3M Company, USA has established 3M Company Long Term Incentive Plan (LTIP). As a part of the plan, eligible employees of the Company are entitled to participate in cash settled stock options - stock appreciation rights (SARs) and restricted stock units (RSUs) of 3M Company, USA. The eligible employees are granted stock options which will vest with the employees over a period of 3 years from the date of the grant and they can exercise the stock option within a stipulated period mentioned in the plan. In case of SARs, the employee (on the date of exercise) gets the compensation as a difference between market price on the date of exercise and grant date fair value. In case of RSUs, the employee (on the date of exercise) gets the compensation which is equal to market price on the date of exercise. As of the year end a sum of ₹ 42.11 crores (March 31, 2025: ₹ 50.97 crores) is liability and the same is included as 'Employee benefit obligation' under Other financial liabilities (refer note 16).

B. Measurement of fair values

The Company measures compensation expense for stock appreciation rights (SARs) at their fair value determined using Black - Scholes Model and restricted stock units (RSUs) based on fair market value of shares of 3M Company, USA as on reporting date.

The fair value of the cash settled SARs and the inputs used in the measurement of fair value at grant date and measurement date of the SARs are as follows:

(₹ in crores)

	For the year March 31, 2026	For the year March 31, 2025
Fair value (in $)	32.57	33.49
Share price (in $)	145.23	146.86
Expected volatility (%)	26.83%	26.12%
Expected life (years)	7.57	9.87
Expected dividends (%)	3.50%	3.88%
Risk free interest rate (%)	3.99%	4.49%

The expected term of the SARs is estimated based on the vesting term and contractual term of the SARs, as well as expected exercise behavior of the employee who receives the SAR. Expected volatility during the expected term is based on historical volatility of the observed market prices of the 3M Company USA's publicly traded equity shares particularly over the historical period commensurate with the expected term.

C. Reconciliation of outstanding share options

The activity in the cash-settled share based payment transactions during the year ended March 31, 2025 is set out below:

	As at March 31, 2026		As at March 31, 2025	
	Shares arising out of options	Weighted average exercise price (₹)	Shares arising out of options	Weighted average exercise price (₹)
Stock appreciation right				
Outstanding at the beginning of the year	75,186	-	73,719	-
Granted during the year	-	-	6,087	-
Forfeited and expired during the year	-	-	-	-
Exercised during the year	8,361	-	4,620	-
Outstanding at the end of the year	**66,825**	**-**	**75,186**	**-**
Exercisable at the end of the year	**66,825**		**75,186**	
Restricted stock unit				
Outstanding at the beginning of the year	34,766	-	14,226	-
Granted during the year	-	-	32,737	-

	As at March 31, 2026		As at March 31, 2025	
	Shares arising out of options	Weighted average exercise price (₹)	Shares arising out of options	Weighted average exercise price (₹)
Forfeited and expired during the year	1,018	-	6,987	-
Exercised during the year	11,180	-	5,210	-
Outstanding at the end of the year	22,568	-	34,766	-
Exercisable at the end of the year	14,151		26,199	

D. Expense recognised in Statement of profit and loss

An amount of ₹ 13.11 crores has been debited (March 31, 2025: ₹ 28.95 crores has been debited) to the statement of profit and loss for the year and included under Employee benefit expenses.

E. The weighted average share price at the date of exercise with regards to SARs and RSUs exercised during the year is USD 148.87 and USD 145.23 respectively (March 31, 2025: USD 151.45 and USD 149.87 respectively)

Employee Stock Option Plan

A. Description of share based payment arrangements

Stock appreciation rights and Restricted stock units (Equity-settled)

3M Company, USA has established 3M Company Long Term Incentive Plan (LTIP). As a part of the plan, eligible employees of the Company are entitled to acquire shares of 3M Company, USA via stock options i.e., stock appreciation rights (SARs), restricted stock units (RSUs) and performance stock units (PSUs). The eligible employees are granted stock options which will vest with the employees over a period of 3 years from the date of the grant and they can exercise the stock option within a stipulated period mentioned in the plan. In case of SARs, the employee (on the date of exercise) gets the compensation as shares for the difference between market price on the date of exercise and grant date fair value. In case of RSUs and PSUs, the employee (on the date of exercise) gets the compensation as shares. As of the year end a sum of ₹ 2.26 crores (March 31, 2025: ₹ Nil) is shown as other equity in statement of changes in equity.

B. Measurement of fair values

The Company measures compensation expense for stock appreciation rights (SARs) at fair value using the Black-Scholes option pricing model. Restricted stock units (RSUs) are measured based on the fair market value of 3M Company's shares, and performance stock units (PSUs) are measured at fair value using a Monte Carlo valuation model, in each case as of grant date.

The fair value of the equity settled SARs and the inputs used in the measurement of fair value at grant date and measurement date of the SARs are as follows:

(₹ in crores)

	For the year March 31, 2026	For the year March 31, 2025
Fair value (in $)	39.89	-
Share price (in $)	172.65	-
Expected volatility (%)	26.83%	-
Expected life (years)	7.57 years	-
Expected dividends (%)	3.50%	-
Risk free interest rate (%)	3.99%	-

The expected term of the SARs is estimated based on the vesting term and contractual term of the SARs, as well as expected exercise behavior of the employee who receives the SAR. Expected volatility during the expected term is based on historical volatility of the observed market prices of the 3M Company USA's publicly traded equity shares particularly over the historical period commensurate with the expected term.

Notes to the Financial Statements

The fair value of the equity settled PSUs and the inputs used in the measurement of fair value at grant date and measurement date of the PSUs are as follows:

(₹ in crores)

	For the year March 31, 2026	For the year March 31, 2025
Fair value (in $)	178.44	-
Share price (in $)	172.65	-
Expected volatility (%)	29.94%	-
Fair value factor (%)	103.36%	-
3M's Simulated TSR (%)	16.12%	-
Risk free interest rate (%)	3.50%	-

The expected term of the PSUs is estimated based on the vesting term and contractual term of the PSUs, as well as expected exercise behavior of the employee who receives the PSUs. Expected volatility during the expected term is based on historical volatility of the observed market prices of the 3M Company USA's publicly traded equity shares particularly over the historical period commensurate with the expected term.

C. Reconciliation of outstanding share options

The activity in the cash-settled share based payment transactions during the year ended March 31, 2025 is set out below:

	As at March 31, 2026		As at March 31, 2025	
	Shares arising out of options	Weighted average exercise price (₹)	Shares arising out of options	Weighted average exercise price (₹)
Stock appreciation right				
Outstanding at the beginning of the year	-	-	-	-
Granted during the year	718	-	-	-
Forfeited and expired during the year	-	-	-	-
Exercised during the year	-	-	-	-
Outstanding at the end of the year	718	-	-	-
Exercisable at the end of the year	-		-	
Restricted stock unit				
Outstanding at the beginning of the year	-	-	-	-
Granted during the year	1,248	-	-	-
Forfeited and expired during the year	-	-	-	-
Exercised during the year	-	-	-	-
Outstanding at the end of the year	1,248	-	-	-
Exercisable at the end of the year	-		-	
Performance stock units				
Outstanding at the beginning of the year	-	-	-	-
Granted during the year	113	-	-	-
Forfeited and expired during the year	-	-	-	-
Exercised during the year	-	-	-	-
Outstanding at the end of the year	113	-	-	-
Exercisable at the end of the year	-		-	

D. Expense recognised in Statement of profit and loss

An amount of ₹ 2.26 crores has been debited (March 31, 2025: ₹ Nil has been debited) to the statement of profit and loss for the year and included under Employee benefit expenses.

E. The SARs, PSUs and RSUs were not exercised during the year.

Notes to the Financial Statements

29 EMPLOYEE BENEFITS

a) Defined contribution plan

The Company offers its employees defined contribution plans in the form of Provident Fund (PF) and Superannuation Fund (SF). Contribution to SF is made to 3M India Limited Employees Superannuation Fund Trust and 3M E & C India Employees Superannuation Fund Trust. Other contributions are made to the Government's funds. While both the employees and the Company pay predetermined contributions into the Provident Fund, contributions into superannuation fund are made only by the Company. The contributions are normally based on a certain proportion of the employee's salary.

During the year, the Company has recognised the following amounts in the statement of profit and loss, which are included in contribution to provident and other funds:

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
Provident fund	17.23	15.14
Superannuation fund	-	0.59
	17.23	15.73

b) Defined benefit plan

The Company provides for gratuity, a defined benefit plan (the Gratuity Plan), to its employees. The Gratuity Plan provides a lump sum payment to vested employees, at retirement or termination of employment, of an amount based on the respective employee's last drawn salary and years of employment with the Company. The Company contributes all ascertained liabilities towards gratuity to the 3M India Limited Employees Gratuity Fund Trust. Trustees administer contributions made to the trust. As of March 31, 2026 and March 31, 2025, the plan assets have been primarily invested in insurer managed funds.

(₹ in crores)

A. Reconciliation of opening and closing balances of the present value of the defined benefit obligation	As at March 31, 2026	As at March 31, 2025
Obligation at the beginning of the year	78.22	68.93
Current service cost	7.52	4.80
Interest cost	5.75	4.67
Past service cost (refer note 41)	34.33	-
Actuarial loss - experience	2.22	2.52
Actuarial loss - demographic assumptions	-	-
Actuarial (gains) / loss - financial assumptions	(4.99)	3.68
Benefits paid	(4.20)	(6.38)
Obligation at the end of the year	118.85	78.22

(₹ in crores)

B. Reconciliation of opening and closing balances of the fair value of plan assets	As at March 31, 2026	As at March 31, 2025
Plan assets at the beginning of the year	45.39	36.76
Interest income on plan assets	3.87	2.25
Contribution	32.45	13.00
Actuarial loss on plan assets	(3.11)	(0.23)
Benefits paid	(4.20)	(6.38)
Plan assets at the end of the year	74.40	45.40

Notes to the Financial Statements

(₹ in crores)

C. Reconciliation of present value of defined benefit obligation and the fair value of plan assets to the assets and liabilities recognized in the Balance Sheet	As at March 31, 2026	As at March 31, 2025
Present value of obligation at the end of the year	118.85	78.22
Fair value of plan assets at the end of the year	(74.40)	(45.40)
Net defined benefit obligation	**44.45**	**32.82**

(₹ in crores)

D. Expenses recognized in the Statement of profit and loss	Year ended March 31, 2026	Year ended March 31, 2025
Current service cost	7.52	4.80
Interest cost	5.75	4.67
Interest income on plan assets	(3.87)	(2.25)
Past service cost	34.33	-
	43.73	**7.22**

(₹ in crores)

E. Remeasurements recognized in Other comprehensive income	Year ended March 31, 2026	Year ended March 31, 2025
Actuarial (gain) / losses on defined benefit obligation	(2.77)	6.21
Actuarial losses on plan assets	3.11	0.23
	0.34	**6.44**

(₹ in crores)

F. Investment details of plan assets	As at March 31, 2026	As at March 31, 2025
Fund balance with Insurance companies	100.00%	100.00%
	100.00%	**100.00%**

(₹ in crores)

G. Assumptions	As at March 31, 2026	As at March 31, 2025
Discount rate (per annum)	7.00%	6.50%
Rate of escalation in salary (per annum)	Production - 9% Others - 6%	Production - 9% Others - 6%
Retirement age (in years)	60 years	60 years
Mortality rates	Indian Assured Lives Mortality (2006-08) (modified) Ult.	Indian Assured Lives Mortality (2006-08) (modified) Ult.
Withdrawal rates		
Under 30 years	Staff - 20% Production - 1%	Staff - 20% Production - 1%
31-34 years	Staff - 10% Production - 1%	Staff - 10% Production - 1%
35-50 years	Staff - 5% Production - 0.5%	Staff - 5% Production - 0.5%
51-60 years	Staff - 1% Production - 0%	Staff - 1% Production - 0%

Notes to the Financial Statements

(₹ in crores)

H. Sensitivity analysis	Year ended March 31, 2026	Year ended March 31, 2025
The sensitivity analysis of significant actuarial assumptions as of end of reporting period is shown below.		
A. Discount rate		
Effect on defined benefit obligation due to 1% increase in discount rate	(10.20)	(7.10)
Effect on defined benefit obligation due to 1% decrease in discount rate	11.81	8.26
B. Salary escalation rate		
Effect on defined benefit obligation due to 1% increase in Salary escalation rate of production and others	11.69	8.14
Effect on defined benefit obligation due to 1% decrease in Salary escalation rate of production and others	(10.30)	(7.14)

I. Maturity profile of defined benefit obligation

(₹ in crores)

	Amount
1. March 31, 2027	7.37
2. March 31, 2028	7.53
3. March 31, 2029	11.21
4. March 31, 2030	5.20
5. March 31, 2031	6.87
6. March 31, 2032 to March 31, 2036	46.31

J. Weighted average duration of the defined benefit obligation is 10 years (March 31, 2025: 10 years).

Notes :

1. The discount rate is based on the prevailing market yield on Government securities as at the balance sheet date for the estimated term of obligations.

2. The estimates of future increase in compensation levels, considered in the actuarial valuation, have been taken on account of inflation, seniority, promotion and other relevant factors such as supply and demand in the employment market.

3. As per the best estimate of the management, contribution of ₹ 9.24 crores is expected to be paid to the plans during the year ending March 31, 2027 (March 31, 2026: ₹ 4.79 crores).

Notes to the Financial Statements

30 RELATED PARTY TRANSACTION

Names of related parties and nature of relationship:

i)	Holding company	3M Company, USA	
ii)	Fellow subsidiaries (with whom transactions have occurred during the year)	3M APAC RDC Pte Limited	3M United Kingdom PLC
		3M Australia Pty. Limited	3M Unitek Corporation
		3M Canada Company	3M Vietnam Limited
		3M China Limited	3M Wendt Gmbh
		3M CUNO, France	3M Winterthur Technologies AG
		3M Dabrowa Gornicza Edc (Coe)	3M Wroclaw SP. Z O.O.
		3M Do Brasil Limitada	Dyneon GmbH
		3M EMEA, GmbH	Emfi S.A.
		3M ESPE Dental AG	MEGUIAR'S US
		3M Film Construction (Shanghai) Co. Ltd.	P.T. 3M Indonesia
		3M Global Service Center Management Company, USA	Dyneon B.V.
		3M Global Technology Center Private Limited	Sumitomo 3M Limited
		(formerly 3M Global Technology Center LLP)	3M Saudi Arabia
		3M Gulf Limited	3M Chile S.A.
		3M Hong Kong Limited	3M Belgium S.A./N.V.
		3M Innovation (Thailand) Co. Ltd.	3M France S.A
		3M Innovation Singapore Pte Limited	3M Germany Hilden GmbH
		3M International Trading (Shanghai) Co. Ltd.	3M Taiwan Limited
		3M Intl Trdg (Shenzhen) Co Ltd	Cuno 3M Poland
		3M Italia S.P.A.	3M Material Tech (Guangzhou) Co., Limited
		3M Japan Innovation Limited	3M Japan Limited
		3M Japan Limited	3M Technologies (S) Pte Ltd
		3M Japan Products Limited	3M Thailand Limited
		3M Korea Limited	3M Turkey
		3M Lanka Private Limited	3M Singapore Pte. Ltd.
		3M Malaysia Sdn. Bhn.	3M Speciality Materials (Shanghai) Co. Ltd.
		3M Material Tech Hefei Co Limited	3M Japan Holdings G.K.
		3M Material Tech (Guangzhou) Co., Limited	3M Svenska AB
		3M Matl Tech (Suzhou) Co. Ltd	3M Panama Pacifico S Der L.
		3M Medical Devices & Mtl Mfg (Sh) Co. Ltd	3M Philippines, Inc.
		3M New Zealand	3M South Asia Manufacturing Private Limited
		PT. 3M Indonesia Importama	
iii)	Post employment-benefit plan entities	3M India Ltd Employees Gratuity Fund Trust	
		3M India Ltd Employees Superannuation Fund Trust	

iv)	Key management personnel	**Executive Directors**
		Aseem Joshi (Managing Director effective April 1, 2026)
		Ramesh Ramadurai (Managing Director resigned effective March 31, 2026)
		Jayanand Kaginalkar (Whole-time Director effective April 1, 2025)
		Vidya Sarathy (Chief Financial Officer and Whole-time Director resigned effective January 29, 2025)
		Non-executive Directors
		Radhika Rajan
		N V Sivakumar (appointed from July 15, 2024)
		M D Ranganath (appointed from February 2, 2026)
		Kong Sau Wai Elizabeth (appointed from January 1, 2025)
		Jung Hyun Kim (appointed from April 1, 2025)
		Bharat D. Shah (retired with effect from March 26, 2025)
		Yun Jin (resigned with effect from April 1, 2025)
		Andrew Bennett (appointed from July 15, 2024 and resigned with effect from April 1, 2025)
		Amit Laroya (resigned with effect from November 12, 2024)
		Biren Gabhawala (retired with effect from August 13, 2024)
		Others
		Nikhil Arora (Chief Financial Officer) (appointed from May 5, 2025)
		Pratap Rudra Bhuvanagiri (Company Secretary)
		Prasad Balakrishnan (Chief Financial Officer) (appointed from January 30, 2025 upto May 4, 2025)

The details of the amounts due to or due from related parties are as follows:

(₹ in crores)

Name of related party	As at March 31, 2026	As at March 31, 2025
Trade payables		
3M Company, USA	146.98	111.97
3M Innovation Singapore Pte Limited	152.67	189.97
3M EMEA, GmbH	53.90	50.33
3M Global Service Center Management Company, USA	28.98	34.22
3M Speciality Materials (Shanghai) Co. Ltd.	18.38	32.16
3M Material Tech Hefei Co Limited	10.81	12.04
3M Korea Limited	15.35	5.51
3M APAC RDC Pte Limited	11.30	5.14
Emfi S.A.	2.29	5.11
3M Do Brasil Limitada	3.16	5.66
3M China Limited	7.65	4.60
3M Australia Pty. Limited	0.12	0.01
3M Canada Company	0.55	0.49
3M Hong Kong Limited	0.22	0.25
3M International Trading (Shanghai) Co. Ltd.	-	0.19
3M Panama Pacifico S Der L.	-	0.14
3M Technologies (S) Pte Ltd	-	0.01
3M Vietnam Limited	-	0.24
3M Taiwan Limited	0.46	0.36
3M Poland Sp. Z O.O	0.20	0.20

Notes to the Financial Statements

(₹ in crores)

Name of related party	As at March 31, 2026	As at March 31, 2025
Winterthur Tech Taican Co Ltd	-	0.01
3M Wendt Gmbh	0.24	0.06
3M Japan Products Limited	0.08	-
3M Film Construction (Shanghai) Co. Ltd.	1.82	0.69
3M Winterthur Technologies AG	1.73	1.39
Meguiar'S Us	1.04	1.15
	457.93	**461.90**
Trade receivables		
3M Global Service Center Management Company, USA	3.11	21.99
3M Company, USA	9.94	7.19
3M Vietnam Limited	1.45	1.08
3M Colombia S.A	1.57	-
P.T. 3M Indonesia	-	0.88
3M Australia Pty. Limited	0.02	0.02
3M Argentina S.A.C.I.F.I.A.	0.70	-
3M Do Brasil Limitada	0.03	0.02
3M EMEA, GmbH	-	0.12
3M Hong Kong Limited	-	0.21
3M International Trading (Shanghai) Co. Ltd.	0.41	-
3M Japan Products Ltd.	0.02	0.03
3M Korea Limited	0.15	-
3M Malaysia Sdn. Bhn.	0.09	-
3M Mexico, S.A. de C.V.	0.20	0.08
3M Philippines, Inc.	0.04	0.02
3M Taiwan Limited	1.14	-
3M Thailand Limited	0.56	-
3M Chile S.A.	0.76	-
3M Peru S.A	2.37	-
PT. 3M Indonesia Importama	0.02	-
3M South Asia Manufacturing Private Limited	1.28	0.17
3M Global Technology Center Private Limited	0.32	0.66
	24.18	**32.47**

Notes to the Financial Statements

Details of the related party transactions entered into by the company are as follows:

(₹ in crores)

Name of related party	Year ended March 31, 2026	Year ended March 31, 2025
Remuneration paid to Key management personnel		
Ramesh Ramadurai		
Short term employee benefits	6.49	3.90
Share based payments	3.21	0.75
Post employment benefits	0.46	-
Vidya Sarathy		
Short term employee benefits	-	1.06
Jayanand Kaginalkar		
Short term employee benefits	3.25	-
Share based payments	0.38	-
Pratap Rudra Bhuvanagiri		
Short term employee benefits	0.86	0.77
Post employment benefits	0.03	-
Nikhil Arora		
Short term employee benefits	2.77	-
Share based payments	0.02	-
Post employment benefits	0.04	-
Prasad Balakrishnan		
Short term employee benefits	0.10	0.28
	17.61	6.76
Sitting fees and commission paid to Key management personnel		
Radhika Rajan	0.42	0.38
Sivakumar N V	0.39	0.26
Bharat D. Shah	-	0.42
M.D. Ranganath	0.05	-
Biren Gabhawala	-	0.15
	0.86	1.21
Sales of products (net of returns)		
3M Company, USA	3.43	8.96
P.T. 3M Indonesia	1.35	5.09
3M Vietnam Limited	5.45	4.54
3M Malaysia Sdn. Bhn.	22.67	1.58
3M Thailand Limited	1.64	1.29
PT. 3M Indonesia Importama	2.23	-
3M Gulf Limited	-	0.30
3M Korea Limited	3.47	0.29
3M Indonesia Importama	-	0.08
3M EMEA, GmbH	1.10	0.34
3M China Limited	-	0.21
3M Hong kong Limited	0.54	0.43
3M Technologies (S) Pte Ltd	-	*
3M Taiwan Limited	0.37	-
3M Philippines, Inc.	0.10	0.16
3M Australia Pty. Limited	0.02	0.04
3M Mexico, S.A. de C.V.	0.32	0.08
3M Japan Holdings G.K.	0.04	-

Notes to the Financial Statements

(₹ in crores)

Name of related party	Year ended March 31, 2026	Year ended March 31, 2025
3M Svenska AB	0.05	-
Sumitomo 3M Limited	-	0.37
3M Chile S.A	0.63	-
3M Argentina S.A.C.I.F.I.A	0.67	-
3M Peru S.A	3.16	-
3M Colombia S.A	1.99	-
3M Do Brasil Limitada	0.14	0.02
3M New Zealand	-	0.01
3M International Trading (Shanghai) Co. Ltd.	1.00	-
	50.37	**23.79**
Contributions during the year		
3M India Ltd Employees Gratuity Fund Trust	32.45	13.00
3M India Ltd Employees Superannuation Fund Trust	-	0.59
	32.45	**13.59**
Income from contract research		
3M Company, USA	24.02	22.40
	24.02	**22.40**
Income from management support services		
3M Company, USA	9.74	9.16
3M Global Service Center Management Company, USA	10.18	14.07
3M South Asia Manufacturing Private Limited	0.96	0.50
3M Global Technology Center Private Limited	1.31	1.14
	22.19	**24.87**
Reimbursement of expenses from		
3M Global Service Center Management Company, USA	-	22.01
	-	**22.01**
Corporate management fees (excluding ineligible portion of Goods and Service Tax)		
3M Global Service Center Management Company, USA	129.37	124.18
	129.37	**124.18**
Royalty (excluding ineligible portion of Goods and Service Tax)		
3M Company, USA	86.71	75.48
	86.71	**75.48**
Purchase of raw materials and traded goods (net of returns)		
3M Company, USA	424.53	461.33
3M Innovation Singapore Pte Limited	306.78	258.20
3M Japan Products Limited	127.38	96.88
3M Speciality Materials (Shanghai) Co. Ltd.	82.44	97.13
3M Innovation (Thailand) Co. Ltd.	61.41	86.75
3M EMEA, GmbH	71.21	76.94
3M APAC RDC Pte Limited	54.62	60.55
3M Korea Limited	69.27	69.83
3M Material Tech Hefei Co Limited	33.54	20.98
3M China Limited	35.32	19.88
3M Winterthur Technologies AG	26.06	16.27

(₹ in crores)

Name of related party	Year ended March 31, 2026	Year ended March 31, 2025
Emfi S.A.	8.00	18.55
3M Do Brasil Limitada	9.04	9.28
3M Wroclaw SP. Z O.O.	11.51	8.04
3M Turkey	6.18	6.21
Meguiar'S Us	4.39	6.47
3M Japan Innovation Limited	5.41	3.78
3M Hong Kong Limited	4.93	3.13
3M Dabrowa Gornicza Edc (Coe)	4.03	2.83
3M Australia Pty. Limited	0.13	2.22
3M Film Construction (Shanghai) Co. Ltd.	4.83	2.08
3M Taiwan Limited	1.75	2.02
3M Canada Company	2.57	0.81
3M International Trading (Shanghai) Co. Ltd.	0.29	0.29
3M South Asia Manufacturing Private Limited	-	0.10
3M Japan Limited	-	*
3M Malaysia Sdn. Bhn.	-	0.01
3M Material Tech (Guangzhou) Co., Limited	0.08	0.50
3M Philippines, Inc.	-	0.12
3M United Kingdom PLC	0.97	0.66
3M Wendt Gmbh	0.50	0.21
3M Panama Pacifico S Der L.	-	0.29
3M Vietnam Limited	0.54	0.39
3M CUNO, France	0.52	0.14
3M Intl Trdg (Shenzhen) Co Ltd	-	0.13
3M Matl Tech (Suzhou) Co. Ltd	-	0.07
	1,358.23	**1,333.07**

All the transactions entered with related parties during the year are in the ordinary course of business and at arm's length basis. There have been no guarantees provided or received for any related party receivables or payables. Outstanding balances at the year end are unsecured and interest free, and settlement occurs in cash and cash equivalents. The Company has not recorded any impairment of receivables relating to amounts owed by related parties for the year ended March 31, 2026 and March 31, 2025.

*less than ₹ 0.01 crores

Notes to the Financial Statements

31 SEGMENT REPORTING

A) Basis for segmentation

Ind AS 108 establishes standards for the way that public business enterprises report information about operating segments and related disclosures about products and services, geographic areas, and major customers. Based on the "management approach" as defined in Ind AS 108, the Chief Operating Decision Maker (CODM) evaluates the Company's performance and allocates resources based on an analysis of various performance indicators by segments. The accounting principles used in the preparation of the financial statements are consistently applied to record revenue and expenditure in individual segments, and are as set out in the significant accounting policies.

The Company operates mainly to the needs of domestic market and export turnover is not significant in context of total turnover. Accordingly, there are no reportable geographical segments. The Company has four reportable segments, as described below.

For each of the segments, the Company's Managing Director, who is the CODM, reviews internal management reports on at least a quarterly basis.

Segment revenue, results, assets and liabilities figures include the respective amounts identifiable to each of the segments. Other unallocable income net off unallocable expenditure are towards common services to the segments which are not directly identifiable to the individual segments as well as those at a corporate level which relate to the Company as a whole.

The following summary describes the products included in each of the Company's reportable segment:

Reportable segments	Products
Safety & Industrial	Major products under this segment include vinyl, polyester, foil and specialty industrial tapes and adhesives: Scotch Masking Tape, Scotch Filament Tape and Scotch Packaging Tape, Functional and Decorative Graphics, Abrasion-Resistant Films, Masking Tapes and Other Specialty Materials.
Health care	Major products include medical and surgical supplies, medical devices, skin & wound care and infection prevention products & solutions, drug delivery systems, dental and orthodontic products and food safety products.
Transportation & Electronics	Major product under this segment include personal protection products, brand & asset protection solutions, border control products, passive fire protection products for industries and commercial establishments, track and trace products, cleaning and hygiene products for the hospitality industry, retro reflective traffic signs for highways and cities, pavement marking and vehicle registration products and services, films, inks and digital signage products, wall and glass cladding products coupled with architectural interior services and environmental graphics for home and office spaces, projection systems, computer and ATM-screen privacy filters and brightness enhancement films for television, avionics and automotive displays.
Consumer	Consumer and Office business includes products such as Scotch brand, addressing the Home & Office tapes, Adhesives, Packaging protection platforms, Post-it brand with a product range of Note Pads, Dispensers, Flagging solution, Labels and Scotchguard brand addressing the stain protection market.

B) Information about reportable segments

Information regarding the results of each reportable segment is included below. Performance is measured based on segment profit (before tax), as included in the internal management reports that are reviewed by the CODM. Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

No customers have individually accounted for more than 10% of the revenues during the years ended March 31, 2026 and March 31, 2025.

The Company operates mainly to the needs of domestic market and export turnover is not significant in context of total turnover. Accordingly, there are no reportable geographical segments.

(₹ in crores)

	March 31, 2026	March 31, 2025
Segment revenue (revenue from operations)		
a) Safety & Industrial	1,640.04	1,413.87
b) Transportation & Electronics	1,845.54	1,676.55
c) Health Care	1,016.58	865.22
d) Consumer	537.24	464.86
e) Others	50.36	25.06
Total revenue	**5,089.76**	**4,445.56**
Note: There are no inter-segment revenue		
Segment results		
a) Safety & Industrial	257.57	146.72
b) Transportation & Electronics	347.79	300.92
c) Health Care	209.82	174.67
d) Consumer	94.11	82.33
e) Others	13.83	9.68
Total segment results	**923.12**	**714.32**
Less : Interest expense	43.50	11.17
Add: Other income	48.74	70.26
Less: Exceptional item	34.33	-
Profit before tax	**894.03**	**773.41**
Tax expense	371.71	297.34
Profit after tax	**522.32**	**476.07**
Segment assets	**As at March 31, 2026**	**As at March 31, 2025**
a) Safety & Industrial	668.72	600.31
b) Transportation & Electronics	834.27	729.79
c) Health Care	324.06	300.99
d) Consumer	147.67	124.63
e) Unallocated corporate assets	1,162.53	1,258.87
Total assets	**3,137.25**	**3,014.59**
Segment liability		
a) Safety & Industrial	287.85	276.74
b) Transportation & Electronics	311.66	281.67
c) Health Care	156.05	138.86
d) Consumer	64.06	56.77
e) Unallocated corporate liabilities	549.48	414.05
Total liabilities	**1,369.10**	**1,168.09**

(₹ in crores)

	Year ended March 31, 2026	Year ended March 31, 2025
Capital expenditure		
a) Safety & Industrial	13.52	13.45
b) Transportation & Electronics	18.30	17.83
c) Health Care	2.94	4.76
d) Consumer	9.85	5.32
e) Unallocated capital expenditure	13.72	14.06
Total capital expenditure	**58.33**	**55.42**

Notes to the Financial Statements

(₹ in crores)

		Year ended March 31, 2026	Year ended March 31, 2025
Depreciation and amortisation expenses			
a)	Safety & Industrial	15.29	14.10
b)	Transportation & Electronics	15.96	16.17
c)	Health Care	4.94	5.49
d)	Consumer	10.52	2.66
e)	Unallocated depreciation / amortisation expenses	15.93	16.87
Depreciation / amortisation expenses		**62.64**	**55.29**

32 CORPORATE SOCIAL RESPONSIBILITY

Details of CSR expenditure in accordance with Section 135 of the Companies Act, 2013.

(₹ in crores)

		Year ended March 31, 2026	Year ended March 31, 2025
a)	amount required to be spent by the company during the year	14.15	11.34
b)	amount of expenditure incurred	14.16	11.75
c)	shortfall at the end of the year	-	-
d)	total of previous years shortfall	-	-
e)	reason for shortfall	Nil	Nil
f)	nature of CSR activities	Education, Community, Health, Promoting gender equality and Empowering women	Education, Community, Health, Promoting gender equality and Empowering women
g) details of related party transactions		Nil	Nil
Details of excess CSR expenditure under Sec 135(5) of the Act			
a)	Opening balance	0.40	-
b)	Amount required to be spent during the year	14.15	11.34
c)	Amount spent during the year	13.76	11.75
d)	Amount not carried forward	0.01	-
e)	Amount carried forward	-	0.40

33 CONTINGENT LIABILITIES AND COMMITMENTS

(₹ in crores)

		As at March 31, 2026	As at March 31, 2025
Claims against the Company not acknowledged as debts:			
-	Income tax demand (including interest) (refer note (i) below)	26.60	226.75
-	Custom duty demands (refer note (ii) below)	168.76	188.12
-	Sales tax matters (refer note (iii) below)	56.33	63.41
-	Service tax matters (refer note (iv) below)	9.76	14.21
-	Central excise duty matters (refer note (v) below)	5.13	15.44
-	Goods and service tax matters (refer note (vi) below)	40.08	41.58

Notes to the Financial Statements

Notes:

(i) Income tax matters in the previous years were primarily related to transfer pricing adjustments made by the Income-tax authorities with respect to disallowance of intercompany charges. During the current year, the Company has signed an Advance Pricing Agreement ("APA") with the CBDT to settle these transfer pricing adjustments related to FY 2014-15 to FY 2022-23. Accordingly, the Company has created a provision for ₹ 170.96 crores (including interest) and hence excluded from the contingent liability disclosure as at March 31, 2026.

(ii) Custom duty demand primarily includes an amount of ₹ 163.88 crores (tax ₹ 76.94 crores, interest and penalty ₹ 86.94 crores) towards a Show Cause Notice dated 8 December 2016 by the Directorate of Revenue Intelligence (DRI) in relation to levy of customs duty on inter-company transactions for import of goods and services and hence proposing to demand differential duty of customs covering the transactions during the period December 8, 2011 to February 7, 2014. The Company has received an order in original on October 1, 2017 from Additional Director General – DRI (Adjudication), Mumbai confirming the demand raised for custom duty.

(iii) Sales tax cases primarily pertains to Maharashtra Value Added Tax Act, 2002 and Karnataka Value Added Tax Act, 2003. These are pertaining to the years from 2006-07 to 2017-18. These cases are with respect to the applicable rate of tax for various products and matters pertaining to declaration forms.

(iv) Service tax matters relate to cases pertaining to alleged non-payment of service tax on R&D services rendered to related parties.

(v) Excise matters relates to penalty for allegedly dealing in goods liable to confiscation under Rule 26 of the Central Excise Act and Valuation/ allowability of CENVAT credit under the Central Excise Act.

(vi) The Goods and service tax matter majorly relates to classification, disallowances of input tax credit for the year 2017 to 2024, notices received upon GST Audits for year 2017-18 to 2023-24, and transition of credit through TRAN-1 for year 2016-17 and 2017-18.

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Estimated value of contracts in capital account remaining to be executed	14.83	11.88

34 TAX EXPENSES

a) Amount recognised in Statement of profit and loss

(₹ in crores)

	March 31, 2026	March 31, 2025
Current tax	374.24	287.52
Deferred tax related to:		
Origination and reversal of temporary differences	(2.53)	9.82
Tax expense for the year	**371.71**	**297.34**

Note: The Company elected to exercise the option permitted under section 115BBA of the Income-tax Act, 1961 as introduced by the Taxation Laws (Amendment) Ordinance, 2019.

b) Amount recognised in other comprehensive income

(₹ in crores)

	March 31, 2026			March 31, 2025		
	Before tax	Tax (expense) benefit	Net of tax	Before tax	Tax (expense) benefit	Net of tax
Items that will not be reclassified to profit or loss						
Remeasurements of defined benefit liability (asset)	(0.34)	0.09	(0.25)	(6.44)	1.62	(4.82)
	(0.34)	**0.09**	**(0.25)**	**(6.44)**	**1.62**	**(4.82)**

Notes to the Financial Statements

c) Reconciliation of effective tax rate

(₹ in crores)

	March 31, 2026		March 31, 2025	
Profit before tax		894.03		773.41
Tax at statutory income tax rate 25.17% (March 31, 2025 - 25.17%)	25.168%	225.01	25.168%	194.65
Tax effects of amounts which are not deductible / (taxable) in calculating taxable income:				
Non-deductible expenses	1.64%	14.66	0.42%	3.26
Tax expenses related to earlier year settled under APA (refer note (a) below)	15.60%	139.47	0.00%	-
Tax expenses related to earlier year settled under VSV (refer note (b) below)	-0.48%	(4.33)	12.79%	98.91
Others	-0.35%	(3.10)	0.07%	0.52
Income tax expense	**41.58%**	**371.71**	**38.45%**	**297.34**

(a) The Company had filed an application for an Advance Pricing Agreement ("APA") on March 28, 2018 to resolve certain ongoing transfer pricing related tax litigation matters pertaining to financial years 2014–15 to 2022–23. Following multiple discussions and negotiations with the APA authorities, the Company has received the final draft APA approved by the Central Board of Direct Taxes ("CBDT") on January 6, 2026 which got subsequently signed on February 23, 2026. Accordingly, the Company has recognised tax expense of ₹ 139.47 crores and related interest thereon of ₹ 31.49 crores during the year ended March 31, 2026.

(b) On April 30, 2025, the Company had filed an application under the Direct Tax Vivad Se Vishwas Scheme, 2024 ('VSV Scheme') enacted vide Chapter IV of the Finance Act, 2024 with a view to settle long pending disputes and litigations relating to certain past years (ranging from 2004-05 to 2013-14) which existed as on March 31, 2025 and accordingly had recognised a tax expense of ₹ 98.91 crores during the year ended March 31, 2025.

d) Deferred tax assets and liabilities are attributable to the following:

(₹ in crores)

Particulars	Deferred tax assets		Deferred tax liabilities		Deferred tax assets/ (liabilities), net	
	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025	March 31, 2026	March 31, 2025
Property, plant and equipment	-	-	10.70	11.86	(10.70)	(11.86)
Employee benefits expense	20.64	15.86	-	-	20.64	15.86
Provisions	12.31	15.63	-	-	12.31	15.63
	32.95	**31.49**	**10.70**	**11.86**	**22.25**	**19.63**

e) Movement in temporary differences

March 31, 2026

(₹ in crores)

Particulars	Balance as at April 1, 2025	Recognised in profit or loss	Recognised in OCI	Balance as at March 31, 2026
Property, plant and equipment	(11.86)	1.16	-	(10.70)
Employee benefits expense	15.86	4.69	0.09	20.64
Provisions	15.63	(3.32)	-	12.31
	19.63	**2.53**	**0.09**	**22.25**

March 31, 2025

(₹ in crores)

Particulars	Balance as at April 1, 2024	Recognised in profit or loss	Recognised in OCI	Balance as at March 31, 2025
Property, plant and equipment	(4.77)	(7.09)	-	(11.86)
Employee benefits expense	14.55	(0.31)	1.62	15.86
Provisions	18.05	(2.42)	-	15.63
	27.83	(9.82)	1.62	19.63

f) Details of income tax assets and income tax liabilities

	March 31, 2026	March 31, 2025
Income tax assets (net)	19.06	81.90
Current tax liabilities (net)	(105.15)	(52.04)
Net income tax (liability) / asset at the end of the year	(86.09)	29.86

g) The gross movement in the current income tax asset / (liability)

	March 31, 2026	March 31, 2025
Net income tax asset / (liability) at the beginning of the year	29.86	112.16
Income tax paid	289.78	207.07
Others (interest on income tax matters)	(31.49)	(1.85)
Current income tax expense	(374.24)	(287.52)
Net income tax (liability) / asset at the end of the year	(86.09)	29.86

35 MOVEMENT IN PROVISIONS

(in crores)

Particulars	April 1, 2025	Addition	Utilisation	Reversals	March 31, 2026
a) Asset retirement obligation	0.91	-	-	-	0.91
b) Sales tax, service tax and other litigations	22.96	0.21	4.63	-	18.54
c) Provision for sales return and volume rebate	31.55	95.12	93.96	0.27	32.44
	55.42	95.33	98.59	0.27	51.89
Non Current	0.91				0.91
Current	54.51				50.98

Particulars	April 1, 2024	Addition	Utilisation	Reversals	March 31, 2025
a) Asset retirement obligation	0.91	-	-	-	0.91
b) Sales tax, service tax and other litigations	26.39	0.21	1.38	2.26	22.96
c) Provision for sales return and volume rebate	28.17	87.89	77.41	7.10	31.55
	55.47	88.10	78.79	9.36	55.42
Non Current	0.91				0.91
Current	54.56				54.51

Notes to the Financial Statements

36 CAPITAL MANAGEMENT

The Company's policy is to maintain a stable capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. Management monitors capital on the basis of return on capital employed as well as the debt to total equity ratio.

For the purpose of debt to total equity ratio, debt is debt as considered under long-term and short-term borrowings which is on account of finance lease on office equipment and vehicles. Total equity comprise of issued share capital and all other equity reserves.

The capital structure as of March 31, 2026 and March 31, 2025 was as follows -

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Lease liabilities	169.75	99.53
Debt	-	-
Total debt	**169.75**	**99.53**
Total equity	1,768.15	1,846.50
Debt to total equity ratio	**9.60%**	**5.39%**

37 FINANCIAL INSTRUMENTS - FAIR VALUES AND RISK MANAGEMENT

A) Accounting classification and fair values

a) Fair value through other comprehensive income (FVTOCI) - Where the financial assets are held not only for collection of cash flows arising from payments of principal and interest but also from the sale of such assets. Such assets are subsequently measured at fair value, with unrealised gains and losses arising from changes in the fair value being recognised in other comprehensive income.

b) Fair value through profit or loss (FVTPL) - Where the assets are managed in accordance with an approved investment strategy that triggers purchase and sale decisions based on the fair value of such assets. Such assets are subsequently measured at fair value, with unrealised gains and losses arising from changes in the fair value being recognised in the Statement of Profit and Loss in the period in which they arise.

c) Amortised cost - Where the financial assets are held solely for collection of cash flows arising from payments of principal and/or interest.

The following table shows the carrying amounts of financial assets and financial liabilities as at March 31, 2026

(₹ in crores)

	Note	Carrying amount				
		Mandatorily at FVTPL - others	FVOCI-debt instruments	FVOCI-equity instruments	Amortised cost	Total carrying amount
Financial assets not measured at fair value						
Trade receivables	6	-	-	-	838.60	838.60
Loans	7	-	-	-	0.48	0.48
Other financial assets	8	-	-	-	12.20	12.20
Cash and cash equivalents	11 (a)	-	-	-	812.14	812.14
Other bank balances	11 (b)				5.64	5.64
		-	**-**	**-**	**1,669.06**	**1,669.06**
Financial liabilities not measured at fair value						
Trade payables	15	-	-	-	820.42	820.42
Other financial liabilities	16	-	-	-	91.01	91.01
Lease liabilities	38	-	-	-	169.75	169.75
		-	**-**	**-**	**1,081.18**	**1,081.18**

The fair value of financial assets and financial liabilities approximates to their carrying amount largely due to the short-term nature of these instruments.

The following table shows the carrying amounts of financial assets and financial liabilities as at March 31, 2025

(₹ in crores)

	Note	Carrying amount				
		Mandatorily at FVTPL - others	FVOCI-debt instruments	FVOCI-equity instruments	Amortised cost	Total carrying amount
Financial assets not measured at fair value						
Trade receivables	6	-	-	-	790.27	790.27
Loans	7	-	-	-	0.48	0.48
Other financial assets	8	-	-	-	12.17	12.17
Cash and cash equivalents	11 (a)	-	-	-	932.78	932.78
Other bank balances	11 (b)	-	-	-	4.60	4.60
		-	-	-	1,740.30	1,740.30
Financial liabilities not measured at fair value						
Trade payables	15	-	-	-	756.00	756.00
Other financial liabilities	16	-	-	-	88.65	88.65
Lease liabilities	38	-	-	-	99.53	99.53
		-	-	-	944.18	944.18

The fair value of financial assets and financial liabilities approximates to their carrying amount largely due to the short-term nature of these instruments.

B) Financial Risk Management

The Company has exposure to the following risk arising from financial instruments:

- Credit risk

- Liquidity risk

- Market risk

i) Risk management framework

The Company's principal financial liabilities comprise finance lease obligations, trade and other payables. The main purpose of these financial liabilities is to finance the Company's operations. The Company's principal financial assets include trade and other receivables, cash and cash equivalents that are derived directly from its operations.

ii) Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's receivables from customers.

a) Financial assets that are not credit impaired

The Company has financial assets which are in the nature of cash and cash equivalents, loans to employees, unbilled revenue from related party, interest accrued on fixed deposits and receivables from related parties which are not credit impaired. These are contractually agreed with either banks, related parties or employees where the probability of default is negligible.

b) Financial assets that are credit impaired

Trade receivables

The credit services team has established a credit policy under which each new customer is analysed individually for creditworthiness before the Company's standard payment and delivery terms and conditions are offered. The Company's review includes external ratings, if they are available. Sale limits are established for each customer and reviewed yearly.

The Company establishes an allowance for impairment that represents its estimate of expected losses in respect of trade receivables.

Notes to the Financial Statements

The maximum exposure to credit risk for trade receivables by geographic region is as follows -

(₹ in crores)

	Carrying amount as at	
	March 31, 2026	March 31, 2025
India	833.36	797.79
Outside India	22.58	32.47
	855.94	830.26

Expected credit loss assessment for the Company as at March 31, 2026 and March 31, 2025:

The Company has divided all the debtors outstanding for the last twelve quarters into age brackets of not due, 0-90 days, 91-180 days, 181-270 days, 271-365 days and amounts outstanding for more than one year. The Company has calculated the impairment loss arising on account of past trends in the default rate for time bucket.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating expected credit losses, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and including forward looking information. Expected credit losses are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the Company in accordance with the contract and the cash flows that the Company expects to receive).

The following table provides information about the exposure to credit risk and expected credit loss for trade receivables -

March 31, 2026

(₹ in crores)

	Gross carrying amount	Weighted average loss rate	Loss allowance
Current (not past due)	800.30	0.04%	0.29
0-90 days	6.31	0.48%	0.03
91-180 days	1.24	16.94%	0.21
181-270 days	-	0.00%	-
271-360 days	0.05	100.00%	0.05
> 360 days	16.76	100.00%	16.76
	824.66		17.34

March 31, 2025

(₹ in crores)

	Gross carrying amount	Weighted average loss rate	Loss allowance
Current (not past due)	721.50	0.08%	0.58
0-90 days	16.18	0.95%	0.15
91-180 days	0.25	23.32%	0.06
181-270 days	0.02	84.68%	0.02
271-360 days	0.99	100.00%	0.99
> 360 days	38.19	100.00%	38.19
	777.13		39.99

Movements in the allowance for impairment in respect of trade and other receivables

Notes to the Financial Statements

The movement in the allowance for impairment in respect of trade and other receivables is as follows:

(₹ in crores)

	March 31, 2026	March 31, 2025
Balance as at April 1	39.99	40.62
Utilised during the year	(20.75)	(0.97)
Impairment loss (reversal)/recognised	(1.90)	0.34
Balance as at March 31,	**17.34**	**39.99**

iii) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The Company believes that the working capital is sufficient to meet its current requirements. Accordingly, no liquidity risk is perceived.

The table below provides details regarding the contractual maturities of significant financial liabilities -

March 31, 2026

(₹ in crores)

Particulars	Carrying value	Less than 1 year	1-2 years	2-5 years	More than 5 years	Total
Non-derivative financial liabilities						
Lease liabilities (undiscounted)	169.75	24.08	24.57	102.33	136.23	287.21
Trade payables	820.42	820.42	-	-	-	820.42
Other financial liabilities	91.01	91.01	-	-	-	91.01
	1,081.18	**935.51**	**24.57**	**102.33**	**136.23**	**1,198.64**

March 31, 2025

(₹ in crores)

Particulars	Carrying value	Less than 1 year	1-2 years	2-5 years	More than 5 years	Total
Non-derivative financial liabilities						
Lease liabilities (undiscounted)	99.54	15.39	9.37	32.27	119.72	176.75
Trade payables	756.00	756.00	-	-	-	756.00
Other financial liabilities	88.65	88.65	-	-	-	88.65
	944.19	**860.04**	**9.37**	**32.27**	**119.72**	**1,021.40**

Notes to the Financial Statements

iv) Market risk

Market risk is the risk that changes in market prices – such as foreign exchange rates will affect the Company's income or the value of its holdings of financial instruments. Market risk is attributable to all market risk sensitive financial instruments including foreign currency receivables and payables. The Company is exposed to market risk primarily related to foreign exchange rate risk. Thus, the exposure to market risk is a function of revenue generating and operating activities in foreign currency. The objective of market risk management is to avoid excessive exposure in our foreign currency revenues and costs.

Exposure to currency risk

The summary quantitative data about the Company's unhedged exposure to currency risk as reported to the management is as follows.

(₹ in crores)

	March 31, 2026				March 31, 2025			
	USD	EURO	SGD	Others	USD	EURO	SGD	Others
Trade and other payables	517.16	63.28	0.47	3.75	417.86	57.09	189.97	1.32
Trade and other receivables	22.58	-	-	-	32.46	-	-	-
Net exposure in respect of recognised assets and liabilities	**494.58**	**63.28**	**0.47**	**3.75**	**385.40**	**57.09**	**189.97**	**1.32**

Sensitivity analysis

A reasonably possible strengthening (weakening) of the US Dollar or Euro against all other currencies as at March 31, would have affected the measurement of financial instruments denominated in a foreign currency and affected equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases.

	Profit or loss		Equity, net of tax	
	Strengthening	Weakening	Strengthening	Weakening
March 31, 2026				
USD (for 1% movement)	4.95	(4.95)	3.70	(3.70)
EURO (for 1% movement)	0.63	(0.63)	0.47	(0.47)
SGD (for 1% movement)	*	*	*	*
Others (for 1% movement)	0.04	(0.04)	0.03	(0.03)
	5.62	**(5.62)**	**4.20**	**(4.20)**

	Profit or loss		Equity, net of tax	
	Strengthening	Weakening	Strengthening	Weakening
March 31, 2025				
USD (for 1% movement)	3.85	(3.85)	2.88	(2.88)
EURO (for 1% movement)	0.57	(0.57)	0.43	(0.43)
SGD (for 1% movement)	1.90	(1.90)	1.42	(1.42)
Others (for 1% movement)	0.01	(0.01)	0.01	(0.01)
	6.33	**(6.33)**	**4.74**	**(4.74)**

*Represents amounts below the rounding-off norm.

Notes to the Financial Statements

38 LEASES

The Company has taken vehicles, leasehold improvements, data processing equipment, office premises and warehouse. These leases typically run for a period of eleven months to ninety six months, with an option to renew the lease after that date. For certain leases, the Company is restricted from entering into any sub-lease arrangements. Information about leases for which the Company is a lessee is presented below.

I) Right-of-use assets

(₹ in crores)

	Office premises	Leasehold land	Data processing equipment	Vehicles	Total
Balance as at March 31, 2024	**6.21**	**3.56**	**7.98**	**2.59**	**20.34**
Additions during the year	89.93	-	3.34	-	93.27
Depreciation charge for the year	9.74	-	3.96	1.09	14.79
De-recognition during the year	-	-	-	-	-
Balance as at March 31, 2025	**86.40**	**3.56**	**7.36**	**1.50**	**98.82**
Additions during the year	72.64	-	9.35	-	81.99
Depreciation charge for the year	10.98		5.86	1.01	17.85
De-recognition during the year	-	-	-	-	-
Balance as at March 31, 2026	**148.06**	**3.56**	**10.85**	**0.49**	**162.96**

* major addition is in respect of new corporate office taken on lease by the Company.

II) Lease liabilities

(₹ in crores)

	As at March 31, 2026	As at March 31, 2025
Non current	159.22	91.41
Current	10.53	8.12
Total	**169.75**	**99.53**

III)	**Amounts recognised in Statement of profit and loss**		
	Interest expenses	11.62	8.95
	Expenses related to short term lease	1.87	6.56
	Expenses related to low value assets	-	-
IV)	Cash outflows in respect of lease liabilities	20.21	16.92

The incremental borrowing rate on the leases ranges from 5% to 9% depending on the nature of assets and tenure of lease.

Notes to the Financial Statements

39 RATIO ANALYSIS AND ITS ELEMENTS

Ratio	Numerator	Denominator	March 31, 2026	March 31, 2025	% Change	Reasons for Variance
Current ratio	Current Assets	Current Liabilities	2.18	2.34	-6.75%	NA
Debt- Equity Ratio	Total Debt	Shareholder's Equity	0.10	0.05	78.10%	Increase is due to the new leases entered during the year
Debt Service Coverage ratio	Earnings for debt service = Net profit after taxes + Non-cash operating expenses	Debt service = Interest & Lease Payments + Principal Repayments	28.94	31.43	-7.91%	NA
Return on Equity ratio	Net Profits after taxes – Preference Dividend	Average Shareholder's Equity	0.29	0.24	21.21%	NA
Inventory Turnover ratio	Cost of goods sold	Average Inventory	3.99	4.49	-11.20%	NA
Trade Receivable Turnover Ratio	Net credit sales = Gross credit sales - sales return	Average Trade Receivable	6.19	5.88	5.14%	NA
Trade Payable Turnover Ratio	Net credit purchases = Gross credit purchases - purchase return	Average Trade Payables	3.94	3.50	12.62%	NA
Net Capital Turnover Ratio	Net sales = Total sales - sales return	Working capital = Current assets – Current liabilities	3.70	3.18	16.18%	NA
Net Profit ratio	Net Profit	Net sales = Total sales - sales return	0.10	0.11	-4.33%	NA
Return on Capital Employed	Earnings before interest and taxes	Capital Employed = Tangible Net Worth + Total Debt + Deferred Tax Liability	0.55	0.42	29.36%	Increase is due to the higher profits during the year
Return on Investment	Interest (Finance Income)	Investment	-	-	0.00%	NA

40 No funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries") with the understanding, whether recorded in writing or otherwise, that the Intermediary shall lend or invest in party identified by or on behalf of the Company (Ultimate Beneficiaries). The Company has not received any fund from any party(s) (Funding Party) with the understanding that the Company shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

41 EXCEPTIONAL ITEM

On November 21, 2025, the Government of India notified the four Labour Codes - the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020, and the Occupational Safety, Health and Working Conditions Code, 2020 - consolidating 29 existing labour laws. The Ministry of Labour & Employment published Central Rules and FAQs to enable assessment of the financial impact due to changes in regulations. The Company has evaluated and disclosed the incremental impact of these changes using the best information currently available, consistent with the guidance provided by the Institute of Chartered Accountants of India. Considering the materiality and regulatory-driven, non-recurring nature of this impact, the Company has presented such incremental impact amounting to ₹ 34.33 crores for year ended March 31, 2026. The increase is primarily on account of past service cost for gratuity due to change in wage definition for employees. The Company continues to monitor the finalisation of Central/ State Rules and clarifications from the Government on other aspects of the Labour Code and would provide appropriate accounting effect on the basis of such developments as needed.

Notes to the Financial Statements

42 The Company's annual financial statements has been presented in ₹ crores in the current year. Accordingly, the previous period figures which were presented in lakhs have been rounded off to crores for comparative purpose. This change has no impact on the financial results or position of the Company.

43 OTHER STATUTORY INFORMATION

i) The Company does not have any Benami property or any proceeding is pending against the Company for holding any Benami property.

ii) The Company do not have any charges or satisfaction which is yet to be registered with Registrar of Companies beyond the statutory period.

iii) The Company has not traded or invested in crypto currency or virtual currency during the financial year.

iv) The Company is not classified as wilful defaulter.

v) The Company doesn't have any transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 such as search or survey.

vi) The Company has no transactions with the struck off companies.

vii) The Company has not entered into any scheme of arrangement which has an accounting impact on current or previous financial year.

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W-100022

Umang Banka
Partner
Membership No: 223018

Place: Bengaluru
Date: May 22, 2026

for **and on behalf of 3M India Limited**

Aseem Joshi
Managing Director
DIN: 07504624

Jayanand Kaginalkar
Whole-time Director
DIN: 07904558

Nikhil Arora
Chief Financial Officer

Pratap Rudra Bhuvanagiri
Company Secretary
Membership No: A22297

Place: Bengaluru
Date: May 22, 2026

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