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

August 4, 2026

Corporate Relationship Department
BSE Limited
1st Floor, New Trading Ring, Rotunda Building
P.J. Towers, Dalal Street, Fort
Mumbai - 400 001 Scrip Code - 523395

The Secretary
National Stock Exchange of India Limited
Exchange Plaza, Bandra – Kurla Complex
Bandra (E), Mumbai – 400 051 Scrip Code – 3MINDIA

Dear Sir,

Sub: Notice of the 39th Annual General Meeting (AGM).

Ref: Reg. 30(2) read with Para A of Part A of Schedule III of SEBI (LODR) Regulations, 2015.

Please find enclosed herewith a copy of the Notice of the 39th Annual General Meeting (AGM) of the Company to be held at **10:30 A.M. IST on Wednesday, August 26, 2026** through Video Conferencing / Other Audio-Visual Means.

The Notice is being sent to the members of the Company through electronic mode.

The Annual Report 2025-26 is available on the website of the Company at https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/.

Kindly bring this to the notice of the Members of the Stock Exchange.

Thanking you
For 3M India Limited

Pratap Rudra Bhuvanagiri
Company Secretary &
Compliance Officer

Encl: as above

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