



3M India Limited
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Corporate Relationship Department
BSE Limited
1st Floor, New Trading Ring, Rotunda Building
P.J. Towers, Dalal Street, Fort
Mumbai - 400 001

February 12, 2026

Scrip Code - 523395

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

Scrip Code – 3MINDIA

Dear Sirs,

Sub: Outcome of the Board Meeting held on Thursday, February 12, 2026.

Ref: Reg. 30(2) and Reg. 33 of SEBI (LODR) Regulations, 2015.

In continuation of our letter dated January 29, 2026, we hereby inform you that the Board of Directors of the Company at the Meeting held on February 12, 2026 (Thursday) has transacted the following business items *inter-alia* others:

1. The Un-audited Financial Results for the quarter and nine months ended December 31, 2025 were approved by the Board of Directors and were signed by Mr. Ramesh Ramadurai, Managing Director of the Company; same are attached as **“Annexure-1”**.

We are arranging publication of financial results in the newspapers and on the website of the Company as required under Reg. 33 read with 47 of SEBI (LODR) Regulations, 2015.

2. The Limited Review Report by the Statutory Auditors on the Un-audited Financial Results is attached herewith as **“Annexure-2”**.
3. The Board of Directors has taken note of Mr. Ramesh Ramadurai’s intention to retire from the position of Managing Director and as a Member of the Board of Directors of the Company, effective close of business hours on March 31, 2026.

Mr. Ramesh Ramadurai (DIN: 07109252) has served the 3M Group for over 36 years, including nearly seven years as the Managing Director of the Company. The Board places on record its sincere appreciation and recognition of Mr. Ramesh Ramadurai’s distinguished service and his valuable contributions to the organization’s growth. The relevant details in terms of SEBI (LODR) Regulations, 2015 is enclosed as **“Annexure- 3”**.



4. Based on the recommendation of the Nomination and Remuneration Committee, the Board has appointed Mr. Aseem Kuldip Joshi (DIN: 07504624), as an Additional Director of the Company, categorized as Executive Director (designated as “Managing Director”) with effect from April 1, 2026.

The appointment of Mr. Aseem Kuldip Joshi as a Managing Director of the Company will be for a period of 5 (five) years i.e., from April 1, 2026 to March 31, 2031, subject to the approval of the shareholders of the Company. On his appointment as Managing Director, Mr. Aseem Joshi shall also be the Key Managerial Personnel of the Company effective the said date. The relevant details in terms of SEBI (LODR) Regulations, 2015 is enclosed as “Annexure-3”.

5. 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 on January 6, 2026. The Company has accepted the terms of the draft agreement and the signing of the final APA is expected shortly.

6. Press Release is enclosed as “Annexure 4”.

The Meeting commenced at 12:27 P.M.(IST) and concluded at 1:38 P.M.(IST).

Please take all the above on record and kindly treat this as compliance with Regulations 30 and 33 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Thanking you

Yours faithfully

For 3M India Limited

Pratap Rudra Bhuvanagiri
Company Secretary &
Compliance Officer

Encl: as above


3M INDIA LIMITED

Regd Office Plot No 48-51, Electronics City, Hosur Road, Bengaluru - 560100
CIN L31300KA1987PLC013543 | Website www.3m.com/in | Email investorhelpdesk.in@mmm.com
Extract of the Financial Results for the quarter and nine months ended 31 December 2025

(Rs. in Lakhs, except per share data, unless otherwise stated)

Particulars	3 months ended 31 December 2025 (Unaudited)	9 months ended 31 December 2025 (Unaudited)	3 months ended 31 December 2024 (Unaudited)	12 months ended 31 March 2025 (Audited)
Total income from operations (including other income)	123,750.16	372,726.71	110,677.92	451,582.15
Net Profit for the period (before tax, Exceptional and / or Extraordinary items)	18,921.49	67,942.44	15,410.69	77,340.66
Net Profit for the period before tax (after Exceptional and / or Extraordinary items)	11,464.23	60,485.18	15,410.69	77,340.66
Net (Loss) / Profit for the period after tax	(6,205.39)	30,697.08	11,376.60	47,606.74
Total comprehensive (loss) / income for the period [Comprising Profit / (Loss) for the period (after tax) and other comprehensive income/ (loss) (after tax)]	(6,164.16)	30,497.49	11,100.41	47,125.08
Equity share capital	1,126.51	1,126.51	1,126.51	1,126.51
Reserves (excluding revaluation reserves as per Ind AS)				183,523.18
Earnings per share (in Rs.) (of Rs. 10/- each)				
a) Basic (in Rs.)	(55.09)	272.50	100.99	422.60
b) Diluted (in Rs.)	(55.09)	272.50	100.99	422.60

Notes:

- The above unaudited financial results of 3M India Limited have been reviewed by the Audit Committee and thereafter approved by the Board of Directors at their meeting held on 12 February 2026.
- The financial results of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) as notified by the Ministry of Corporate Affairs pursuant to Section 133 of the Companies Act, 2013 read with Rule 3 of the Companies (Indian Accounting Standard) Rules 2015, as amended and in terms of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.
- The above is an extract of the detailed format for the unaudited financial results for the quarter and nine months ended 31 December 2025 filed with the Stock Exchanges under Regulation 33 of the SEBI (Listing and Other Disclosure Requirements) Regulations, 2015. The full format for the unaudited financial results for the quarter and nine months ended 31 December 2025 are available on the Stock Exchange websites viz www.bseindia.com, www.nseindia.com and on the Company's website (https://www.3mindia.in/3M/en_IN/company-in/about-3m/financial-facts-local/). The same can be accessed by scanning the QR code provided below.
- The Company had filed an application for an Advance Pricing Agreement ("APA") on 28 March 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 6 January 2026. The Company has accepted the terms of the draft agreement and the signing of the final APA is expected shortly. Based on internal assessment and legal opinion, the management has evaluated that a reliable estimate of the probable present obligation can be determined as on the reporting date in accordance with Ind AS 37 and accordingly, tax expense of Rs. 13,947.01 lakhs and related interest thereon of Rs. 3,148.74 lakhs has been recognised in the current quarter ended 31 December 2025.
- On 21 November 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 and Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to the changes in regulations. The Company has assessed and disclosed the incremental impact of these changes on the basis of actuarial opinion obtained and the best information 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 under 'Exceptional item' in the Statement of financial results for the quarter and nine months ended 31 December 2025. The incremental impact on gratuity of Rs. 7,457.26 lakhs has primarily arisen due to the change in wage definition. Further, the management is in the process of evaluating possible impact in respect of other classes of employees such as contract workers. However, management is of the view that impact is unlikely to be material. The Company continues to monitor the finalization 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.

QR CODE

Place: Bengaluru
Date: 12 February 2026

For and on behalf of the Board
3M India Limited

Ramesh Ramadurai
Managing Director





3M INDIA LIMITED
5th Floor Marksquare
61, St Marks Road
Bengaluru 560001
India
Tele: +91 80 2223 1414
CIN No: L31300KA1987PLC013543

3M INDIA LIMITED							
REGD OFFICE: PLOT NO. 48-51, ELECTRONICS CITY, HOSUR ROAD, BENGALURU 560 100							
STATEMENT OF FINANCIAL RESULTS FOR THE QUARTER AND NINE MONTHS ENDED 31 DECEMBER 2025							
Rs. in Lakhs (except in respect of item 12)							
Sl No	Particulars	3 months ended 31 December 2025 (Unaudited)	3 months ended 30 September 2025 (Unaudited)	3 months ended 31 December 2024 (Unaudited)	9 months ended 31 December 2025 (Unaudited)	9 months ended 31 December 2024 (Unaudited)	12 months ended 31 March 2025 (Audited)
1	Income						
	(a) Revenue from operations	122,805.30	126,649.45	108,994.96	369,051.62	324,732.36	444,555.63
	(b) Other income	944.86	1,231.71	1,682.96	3,675.09	5,675.17	7,026.52
	Total income	123,750.16	127,881.16	110,677.92	372,726.71	330,407.53	451,582.15
2	Expenses						
	(a) Cost of materials consumed	44,040.43	43,983.57	49,008.07	131,172.38	137,676.97	170,807.10
	(b) Purchases of stock-in-trade	30,054.30	26,645.49	15,463.13	82,576.51	62,129.66	101,273.02
	(c) Changes in inventories of finished goods, stock-in-trade and work-in-progress	(3,429.18)	(109.51)	2,235.05	(4,680.38)	(5,590.81)	(7,139.44)
	(d) Employee benefit expenses	12,512.03	12,091.64	11,086.42	36,412.10	32,521.77	43,779.48
	(e) Finance costs (refer note 5)	3,507.41	231.59	279.03	3,953.42	985.64	1,117.51
	(f) Depreciation and amortisation expense	1,585.44	1,504.38	1,401.40	4,608.48	4,158.30	5,528.70
	(g) Other expenses	16,558.24	18,453.19	15,794.13	50,741.76	43,707.88	58,875.12
	Total expenses	104,828.67	102,800.35	95,267.23	304,784.27	275,589.41	374,241.49
3	Profit before exceptional items and tax (1-2)	18,921.49	25,080.81	15,410.69	67,942.44	54,818.12	77,340.66
4	Exceptional item (refer note 6)	7,457.26	-	-	7,457.26	-	-
5	Profit before tax (3-4)	11,464.23	25,080.81	15,410.69	60,485.18	54,818.12	77,340.66
6	Tax expense (refer note 5 and 7):						
	(a) Current tax	19,261.51	6,045.71	4,032.14	31,545.86	14,079.07	28,752.32
	(b) Deferred tax	(1,591.99)	(98.73)	1.95	(1,757.76)	269.42	981.60
	Total	17,669.52	5,946.98	4,034.09	29,788.10	14,348.49	29,733.92
7	(Loss) / Profit after tax (5-6)	(6,205.39)	19,133.83	11,376.60	30,697.08	40,469.63	47,606.74
8	Other comprehensive income/(loss) (net of tax) -						
	Items that will not be reclassified subsequently to statement of profit and loss						
	(a) Remeasurements of net defined benefit liability	55.10	(160.91)	(369.09)	(266.72)	(458.17)	(643.64)
	(b) Income tax relating to items not to be reclassified subsequently to statement of profit and loss	(13.87)	40.50	92.90	67.13	115.32	161.98
	Total other comprehensive income/(loss) (net of tax)	41.23	(120.41)	(276.19)	(199.59)	(342.85)	(481.66)
9	Total comprehensive (loss) / income (7+8)	(6,164.16)	19,013.42	11,100.41	30,497.49	40,126.78	47,125.08
10	Paid up equity share capital (face value of Rs 10 each)	1,126.51	1,126.51	1,126.51	1,126.51	1,126.51	1,126.51
11	Other equity	-	-	-	-	-	183,523.18
12	Earnings per share (in Rs.) (face value of Rs. 10 each) (not annualised for the quarters)						
	(a) Basic	(55.09)	169.85	100.99	272.50	359.25	422.60
	(b) Diluted	(55.09)	169.85	100.99	272.50	359.25	422.60
Notes:							
1 The above unaudited financial results of 3M India Limited have been reviewed by the Audit Committee and thereafter approved by the Board of Directors in its meeting held on 12 February 2026.							
2 The above statement of the Company has been reviewed by the Statutory Auditors and they have issued an unqualified review opinion on the same. The review report of the Statutory Auditor is being filed with National Stock Exchange of India Limited ("NSE") and BSE Limited ("BSE") and is also available on the Company's website at https://www.3mndia.in/3M/en_IN/company-in/about-3m/financial-facts-local/ .							
3 The above unaudited financial results of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) as notified by the Ministry of Corporate Affairs pursuant to Section 133 of the Companies Act, 2013 read with Rule 3 of the Companies (Indian Accounting Standard) Rules 2015, as amended and in terms of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.							
4 The Company has no subsidiary/ associate/ joint venture company(ies) as on 31 December 2025.							
5 The Company had filed an application for an Advance Pricing Agreement ("APA") on 28 March 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 6 January 2026. The Company has accepted the terms of the draft agreement and the signing of the final APA is expected shortly. Based on internal assessment and legal opinion, the management has evaluated that a reliable estimate of the probable present obligation can be determined as on the reporting date in accordance with Ind AS 37 and accordingly, tax expense of Rs. 13,947.01 lakhs and related interest thereon of Rs. 3,148.74 lakhs has been recognised in the current quarter ended 31 December 2025.							
6 On 21 November 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 and Employment published draft Central Rules and FAQs to enable assessment of the financial impact due to the changes in regulations. The Company has assessed and disclosed the incremental impact of these changes on the basis of actuarial opinion obtained and the best information 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 under 'Exceptional item' in the Statement of financial results for the quarter and nine months ended 31 December 2025. The incremental impact on gratuity of Rs. 7,457.26 lakhs has primarily arisen due to the change in wage definition. Further, the management is in the process of evaluating possible impact in respect of other classes of employees such as contract workers. However, management is of the view that impact is unlikely to be material. The Company continues to monitor the finalization 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.							
7 On 30 April 2025, the Company had filed an application under the Direct Tax Vivad Se Vishwas Scheme, 2024 ("VVS 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 31 March 2025 and accordingly had recognised a tax expense of Rs. 9,890.91 lakhs during the year ended 31 March 2025. The Company subsequently received Form 4 under Section 92(2) read with Section 93 of Finance Act, 2024, towards full and final settlement of tax arrears which resulted in a net reduction of tax charge by Rs. 433.24 lakhs which was accounted in the previous quarter ended 30 September 2025.							



**3M INDIA LIMITED**

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CIN No.: L31300KA1987PLC013543

3M INDIA LIMITED						
REGD OFFICE: PLOT NO. 48-51, ELECTRONICS CITY, HOSUR ROAD, BANGALORE 560 100						
SEGMENT-WISE REVENUE, RESULTS, ASSETS AND LIABILITIES FOR THE QUARTER AND NINE MONTHS ENDED 31 DECEMBER 2025						
(Rs. in Lakhs)						
Particulars	3 months ended 31 December 2025 (Unaudited)	3 months ended 30 September 2025 (Unaudited)	3 months ended 31 December 2024 (Unaudited)	9 months ended 31 December 2025 (Unaudited)	9 months ended 31 December 2024 (Unaudited)	12 months ended 31 March 2025 (Audited)
Segment revenue						
(a) Safety & Industrial	40,141.83	40,461.12	33,409.97	118,420.99	103,240.87	141,386.63
(b) Transportation & Electronics	45,227.94	43,489.23	43,547.74	132,721.02	121,638.33	167,655.60
(c) Health Care	22,564.27	26,692.68	19,874.82	73,304.62	63,149.15	86,521.71
(d) Consumer	12,815.53	14,295.74	11,411.30	40,163.11	34,765.38	46,485.81
(e) Others	2,055.73	1,710.68	751.13	4,441.88	1,938.63	2,505.88
Revenue from operations	122,805.30	126,649.45	108,994.96	369,051.62	324,732.36	444,555.63
Segment results						
(a) Safety & Industrial	6,189.85	6,821.05	2,262.29	19,263.58	9,978.66	14,672.35
(b) Transportation & Electronics	8,613.37	8,343.02	6,871.12	25,954.31	21,395.72	30,092.23
(c) Health Care	3,996.41	5,970.48	3,009.61	14,964.36	12,367.15	17,466.82
(d) Consumer	2,103.15	2,406.27	1,419.64	6,806.62	5,613.48	8,232.40
(e) Others	581.26	539.87	444.10	1,231.90	773.58	967.85
Total	21,484.04	24,080.69	14,006.76	68,220.77	50,128.59	71,431.65
Less: Finance costs	3,507.41	231.59	279.03	3,953.42	985.64	1,117.51
Add: Other income	944.86	1,231.71	1,682.96	3,675.09	5,675.17	7,026.52
Less: Exceptional item	7,457.26	-	-	7,457.26	-	-
Profit before tax	11,464.23	25,080.81	15,410.69	60,485.18	54,818.12	77,340.66
Segment assets						
(a) Safety & Industrial	59,151.01	60,789.09	53,358.32	59,151.01	53,358.32	60,031.38
(b) Transportation & Electronics	70,486.04	65,817.31	71,951.70	70,486.04	71,951.70	72,979.15
(c) Health Care	31,780.85	32,135.70	25,371.80	31,780.85	25,371.80	30,098.54
(d) Consumer	12,647.10	13,948.39	11,826.79	12,647.10	11,826.79	12,463.39
(e) Unallocated segment assets	118,661.50	93,118.19	130,383.39	118,661.50	130,383.39	125,886.71
Total segment assets	292,726.50	265,808.68	292,892.00	292,726.50	292,892.00	301,459.17
Segment liabilities						
(a) Safety & Industrial	25,688.44	22,456.03	27,013.09	25,688.44	27,013.09	27,673.56
(b) Transportation & Electronics	26,071.72	21,444.91	25,995.83	26,071.72	25,995.83	28,166.74
(c) Health Care	14,566.05	12,579.71	14,074.97	14,566.05	14,074.97	13,886.20
(d) Consumer	6,117.05	5,762.59	5,818.85	6,117.05	5,818.85	5,676.87
(e) Unallocated segment liabilities	65,404.18	42,522.22	42,337.87	65,404.18	42,337.87	41,406.11
Total segment liabilities	137,847.44	104,765.46	115,240.62	137,847.44	115,240.62	116,809.48
Notes:						
1. The assets and liabilities are allocable to the extent they are identifiable to the respective segments. All the others are grouped under 'Unallocated'.						
2. Segment Reporting in the above financial results. Based on the "management approach" as defined in Ind AS 108 - Operating segments, the Chief Operating Decision Maker evaluates the Company's performance and allocates resources based on an analysis of various performance indicators by business segments. Accordingly, information has been presented along these business segments. The accounting principles used in the preparation of these above financial results are consistently applied to record revenue and expenditure in individual						
Place: Bengaluru Date: 12 February 2026				For and on behalf of the Board 3M India Limited  Ramesh Ramadurai Managing Director		



B S R & Co. LLP

Chartered Accountants

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Pebble Beach, B Block, 3rd Floor
No. 13/2, off Intermediate Ring Road
Bengaluru - 560 071, India
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Limited Review Report on unaudited financial results of 3M India Limited for the quarter ended December 2025 and year to date results for the period from 1 April 2025 to 31 December 2025. pursuant to Regulation 33 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended

To the Board of Directors of 3M India Limited

1. We have reviewed the accompanying Statement of unaudited financial results of 3M India Limited (hereinafter referred to as "the Company") for the quarter ended 31 December 2025 and year to date results for the period from 1 April 2025 to 31 December 2025 ("the Statement").
2. This Statement, which is the responsibility of the Company's management and approved by its Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in Indian Accounting Standard 34 "Interim Financial Reporting" ("Ind AS 34"), prescribed under Section 133 of the Companies Act, 2013, and other accounting principles generally accepted in India and in compliance with Regulation 33 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("Listing Regulations"). Our responsibility is to issue a report on the Statement based on our review.
3. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410 "Review of Interim Financial Information Performed by the Independent Auditor of the Entity", issued by the Institute of Chartered Accountants of India. A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.
4. Based on our review conducted as above, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with the recognition and measurement principles laid down in the aforesaid Indian Accounting Standard and other accounting principles generally accepted in India, has not disclosed the information required to be disclosed in terms of Regulation 33 of the Listing Regulations, including the manner in which it is to be disclosed, or that it contains any material misstatement.

For B S R & Co. LLP

Chartered Accountants

Firm's Registration No.:101248W/W-100022

Umang Banka

Partner

Bengaluru

12 February 2026

Membership No.: 223018

UDIN:26223018UVHCTV1266



"Annexure 3"

Details as required in terms of SEBI Master Circular No. SEBI/HO/49/14/14(7)2025-CFDPOD2/I/3762/2026 dated January 30, 2026:

Sl.No	Particulars	Details	Details
1	Name & DIN	Mr. Ramesh Ramadurai (DIN: 07109252)	Mr. Aseem Kuldip Joshi (DIN: 07504624)
2	Reason for Change viz. appointment, re-appointment, resignation, removal, death or otherwise	Retirement from the position of Managing Director and as a Member of the Board of Directors of the Company, effective close of business hours on March 31, 2026.	Appointment as an Additional Director of the Company, categorized as Managing Director of the Company with effect from April 1, 2026.
3	Date of appointment / cessation / Term of Appointment	March 31, 2026 Cessation	April 1, 2026 to March 31, 2031 (5 Years). Appointment
4	Brief profile (in case of appointment)	Not Applicable	<p>Mr. Aseem Joshi was appointed as President and Managing Director (Designate), for 3M India Limited, effective October 13, 2025. Mr. Aseem has ~26 years of experience in engineering, consulting, business development and leadership roles in IBM, McKinsey, Eaton and Honeywell. He was most recently (2021-2025) CEO, India Business, at GMM Pfaudler.</p> <p>Mr. Aseem holds a bachelor's degree in mechanical engineering from the University of Pune, India, an MS in Industrial and Systems Engineering from Virginia Tech, USA, and an MBA from INSEAD, Fontainebleau, France.</p>
5	Disclosure of relationship between Directors (in case of appointment)	Not Applicable	Mr. Aseem is not related to any of the Directors of the Company.
6	Confirmation in compliance with SEBI Letter dated June 14, 2018 read along with Exchange Circular dated June 20, 2018	Not Applicable	Not debarred from holding the office of Managing Director (Executive and Non-Independent Director) of the Company, by virtue of any SEBI order or any other authority.
7	Shareholding, if any in the Company.	Nil	Nil

February 5, 2026

The Board of Directors
3M India Limited
CIN: L31300KA1987PLC013543
Plot No.48-51, Electronic City, Hosur Road
Bangalore - 560 100

Dear Board Members,

Sub: My Retirement as Managing Director of 3M India Limited.

I am writing to formally convey my intention to retire from the position of Managing Director and as a Member of the Board of Directors of 3M India Limited, effective close of business hours on March 31, 2026.

I am grateful to you and the Company's shareholders for approving the extension of my term as Managing Director from February 13, 2024 to February 12, 2027. It has been a privilege to lead the Company through various phases of transformation and growth.

After serving the 3M Group for over 36 years, including the past nearly seven years as Managing Director of 3M India Limited, I believe this is the right time for a planned leadership transition. This will also allow me to pursue other professional interests.

I wish to express my sincere gratitude to the Board of Directors for their continued guidance, and to the management team for their unwavering support throughout my tenure.

I am proud of what we have accomplished together. I extend my best wishes to the Company for continued progress under the leadership of the incoming Managing Director. I also assure you of my commitment to ensure a smooth transition with my successor.

I respectfully request that the Board of Directors accept and include this letter for consideration at the Board meeting scheduled for February 12, 2026.

Thanking you,



Ramesh Ramadurai
DIN: 07109252

Managing Director
3M India Limited



3M India Limited
5th Floor Marksquare
61, St Marks Road
Bengaluru 560001, India
Tel: +91 80 22231414
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Bengaluru, February 12, 2026

Press Release

3M India Limited (the Company) held a meeting of its Board of Directors on February 12, 2026, and is pleased to announce the following highlights of results for the quarter ended December 31, 2025.

- The Company registered sales growth in Q3 FY26 of 12.7% on a YoY basis and a decline of 3.0% on a QoQ basis.
- EBITDA registered growth in Q3 FY26 of 40.5% on YoY basis and a decline of 10.5% on QoQ basis.
- The Company registered a sales growth of 13.6% for the nine months ended December 31, 2025
- All Businesses segments - Safety and Industrial, Transportation & Electronics, Consumer and Health Care registered sales growth on a YoY basis.

Financial Results: (Rs. Crores)- YoY (vs Previous Year) (Note: all figures are rounded off to nearest digit)

Particulars	Oct – Dec 2025	Oct – Dec 2024	% Growth
Sales & Other Operating Income	1,228	1,090	12.7%
Other Income	9	17	-43.9%
EBITDA	240	171	40.5%
PBT before exceptional item	189	154	22.8%
PBT after exceptional item	115	154	-25.6%
PAT	(62)	114	-154.5%

Financial Results: (Rs. Crores)- QoQ (vs Prior Quarter)

Particulars	Oct - Dec 2025	July - Sept 2025	% Growth
Sales & Other Operating Income	1,228	1,266	-3.0%
Other Income	9	12	-23.3%
EBITDA	240	268	-10.5%
PBT before exceptional item	189	251	-24.6%
PBT after exceptional item	115	251	-54.3%
PAT	(62)	191	-132.4%

Commenting on the financial results for the quarter and nine months ended December 31, 2025, Ramesh Ramadurai, Managing Director of 3M India Limited, said “the Company delivered 12.7% sales growth in Q3 of current financial year versus prior year. The Company delivered broad-based growth across all four business segments. For the quarter, Safety & Industrial sales grew by 20.1%, Healthcare 13.5%, Consumer 12.3%, and Transportation & Electronics 3.9% versus prior year. For the nine months ending Dec 2025, the Company delivered sales growth of 13.6%.

During the quarter, the Company recognized a charge for additional liabilities arising from implementation of the recently announced labor codes, as an exceptional item. During the quarter, the company received a final draft of the Advance Pricing Agreement (APA) from the tax authorities. After due consideration, the Company has decided to accept this proposal, which has resulted in an additional tax expense and interest cost. The APA will help resolve long-pending tax litigation matters. Details have been provided in the Notes to the financial results.

Excluding these special causes (labor code impact, interest cost related to APA), the Company delivered PBT of Rs. 221 crores for Q3 of current year, a 43% growth over prior year, at 17.8% margins. For the nine months ending December 2025, the Company delivered PBT of Rs. 711 crores, a growth of 29.7% versus prior year, at 19.1% margins (excluding special causes noted above). The Company continues to be watchful of material cost pressures due to adverse foreign exchange movements.

Due to these special causes and the additional tax expense pertaining to APA, the Company recorded a loss of Rs. 62 crores (after tax) in the current quarter. PAT for the nine months ending Dec 2025 stood at Rs. 307 crores.

I sincerely thank the Board, shareholders, and the 3M team for their support to me during my tenure as Managing Director. I welcome Aseem Joshi as the incoming Managing Director effective April 1, 2026, and wish him and the 3M India team the very best.

About 3M in India,
3M India Limited, an Indian Subsidiary of US based 3M Company, was established in 1987 and has its headquarters in Bengaluru with branch offices at Gurgaon. 3M leverages its global innovation expertise to develop homegrown solutions that addresses unique needs of diverse customers in India. 3M has invested in Innovation centers at Bengaluru and Gurgaon to boost local product development. Its manufacturing footprint is spread across Bengaluru, Pune, and Ahmedabad. From products that improve manufacturing efficiency and impact, improved healthcare delivery, to safety solutions that help increase road visibility, everyday kitchen aids and car care products, today, 3M science is improving the lives of millions of Indians. Learn how we’re working to improve lives and make what’s next at 3m.com/news-center.