



3M Science.
Applied to Life.™

3M India Ltd. Science for Good

Debarati Sen, Managing Director, 3M India Ltd.
Citi Investor Conference, Mumbai, June 3rd 2019

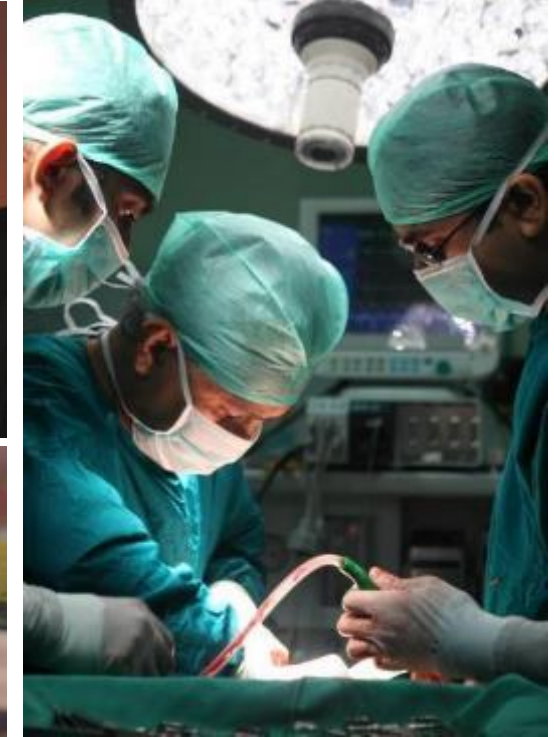


Safe Harbour Statement

“This presentation is meant for the current audience and discussion only. This presentation may contain statements about business prospects & market conditions that may involve substantial risks and uncertainties.

You are cautioned not to place undue reliance on these statements. Forecasts and hypothetical examples are subject to uncertainty & contingencies. Past performance is not a reliable indication of future performance.”

117 Years Strong - Our Global Brand and Innovation engine



ETHISPHERE
GOOD. SMART. BUSINESS. PROFIT.

Recognized as a **World's Most Ethical Company®** six years in a row (2014-19)



Recognized by Dow Jones Sustainability Index for 19th consecutive year

Global Sales

**\$32.8
Billion**

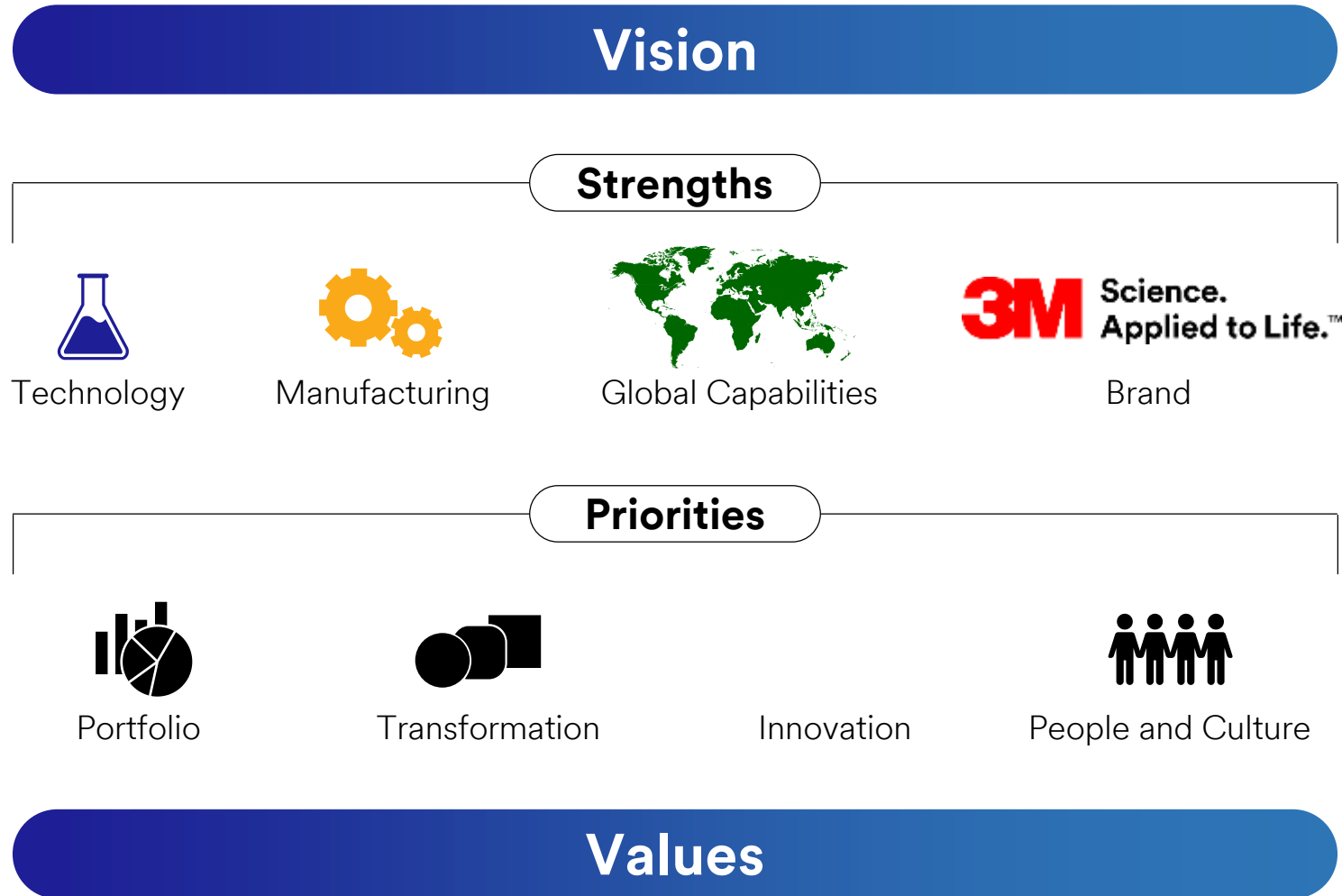
R&D investment

**\$1.8
Billion**

Patents

117,000

3M Value Model



Our vision



Our Vision

3M Technology Advancing Every Company
3M Products Enhancing Every Home
3M Innovation Improving Every Life

Vision

Strengths

Priorities

Values

Our strengths

Customer Insights

Customer Inspired Innovation



Fundamental Strengths

Unique and differentiated value



Technology



Manufacturing



Global Capabilities



Brand

Customer First

End-user focused



Vision

Strengths

Priorities

Values

Our Four Business Groups

\$32.8 billion | 2018 Sales

Safety & Industrial



Advancing safety and industrial performance

Transportation & Electronics



Advancing transportation and a connected world

Healthcare



Improving the quality and delivery of health care

Consumer



Bringing 3M to the hearts and minds of customers

Powering the Future with Science & Domain Expertise

Uniquely Positioned to Drive Growth



Advancing wound care & improving patient experience



Dr. Jayshree Seth
3M Chief Science Advocate
Making Science more
accessible and promoting
STEM Careers

Championing Science & STEM



Powering the future of Auto Electrification



Bringing the benefits of a connected world to Industrial Safety



BIRLA 3M LIMITED

Registered Office: Dalmeida House, 1st Floor, Nariman Point, Bombay 400 021.
Corporate Office: Jubilee Building, 4B Museum Road, Bangalore 560 001.

Public Issue of 6,00,000 Equity Shares of Rs.10/-each for cash at par
aggregating Rs.60 lakhs and 5,00,000 12.5% Secured Partly Convertible Debentures
of Rs.100/- each for cash at par aggregating Rs.8.00 crores.

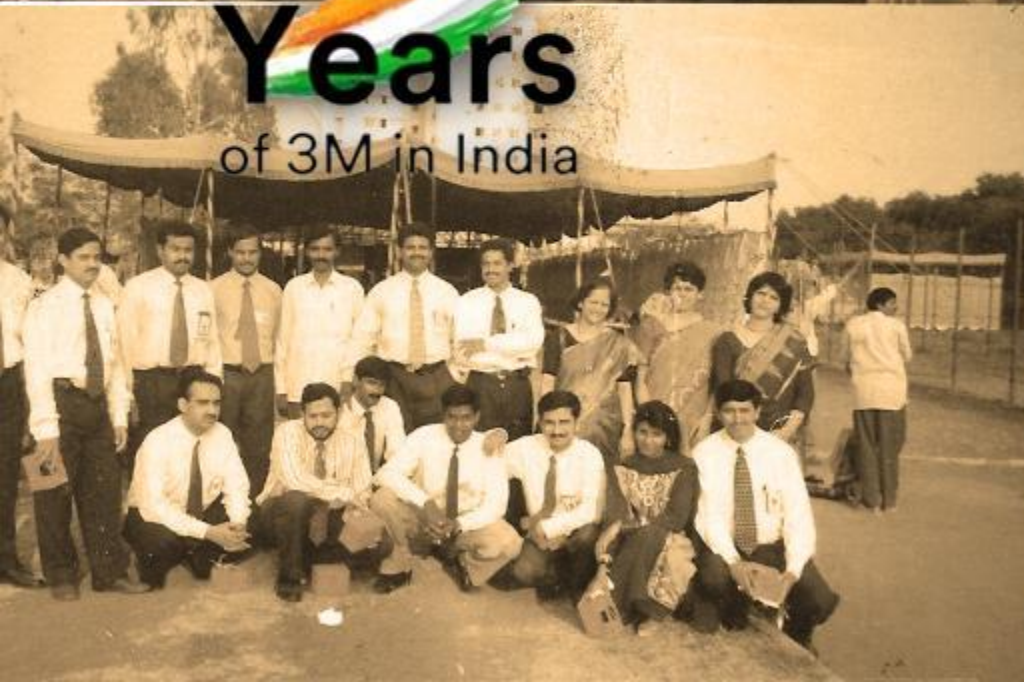
KNOW 3M

- One of the largest companies in the world.
- 20% in Sales and 22% in Net Profit in Fortune 500 list of U.S. industrial.
- Annual Turnover exceeds Rs.20000 crores.
- International operations in 55 countries; account for nearly 40% of 3M's total sales.
- Highly diversified range of over 50,000 products in Commercial and Consumer, Industrial, Electrical and Electronics, Information and Imaging Technology and Life Sciences divisions.
- The 3rd most admired company in the U.S.A. as per a recent Fortune 500 survey.
- Sales account for 80% of 3M's Sales.
- More than 30% of 3M's Sales come from new products - those introduced within the last 5 years.
- World renowned products include "Scotch"™ brand products like adhesive tapes, Post-it™ Notes, etc.

HIGHLIGHTS

- 3M Commitment: 3M has commitment of the Company and Management of the Company.
- High Technology Project: The manufacture of electronic components, specialty tapes and chemical products in the high-growth commercial and consumer areas and industrial electrical and electronics, Information & Imaging Technology and Life Sciences sectors.
- Ideal Location: At Nanjala Electronics City just 14 kms from Bangalore. Excellent infrastructural facilities.
- No Objection: Most already operational since February, 1990.
- Marketing arrangements: Tied up to ensure nationwide availability of products.
- Every Equity: Listing at Newmarket, Bombay; Bangalore, Calcutta and Delhi Stock Exchanges.

**ISSUE OPENS :
18TH FEBRUARY, 1991**



30

Years

of 3M in India

3M in India: 30 years of Innovation



Established in
1988
Publicly owned
Subsidiary since
1991



INR 3017 crore
Consolidated sales
turnover for 3M
India Limited as of
March 31, 2019



6 Branch Offices
4 Manufacturing
facilities
2 Innovation
Centers



1500+
employees
100+ R&D
Professionals



Wide Recognition From Industry & Publications



Fortune India
3M India MD among
India's Top 50 Women
Leaders in Business
(2017)



Frost & Sullivan
Gold Award for
Manufacturing
Excellence



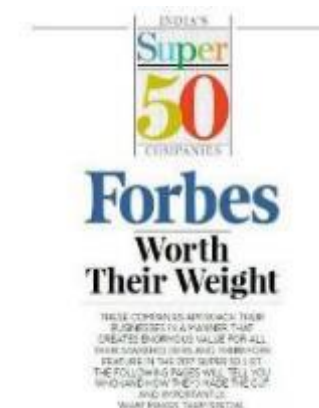
Franchise India
Franchisor of the Year
– Consumer Services
Franchise Awards
2018



Business Standard
National Award in
Corporate Excellence
“Star Multinational
Company of the Year”



Outlook Business
Among Outlook Business List of
High Performance Companies for
2nd consecutive year for stock
return over sensx for last 5 years



Forbes India
Among India's Super 50
Companies in 2017 for Overall
Performance

Mega Trends Drive Our Economy & Sectors We Play In



Make in India



Digital India



Urban Development



Infrastructure



Demographic Dividend



Rising Disposable Income



Infrastructure & Construction



Automotive



Healthcare



Manufacturing



Power & Electronics



Retail

Sectoral Highlights: Infrastructure

India Infrastructure Investment

3M India's play in the sector

22_{KM} ➔ **45***_{KM}
/day 2016-17 Fiscal /day 2018-19 Fiscal

National Sagarmala Project:
develop 7500km
coastline/14,500 navigable
waterways (\$120B)

Goldman Sachs: India to invest \$1.7T
by 2020 to meet road infra needs

Expressways: 12 for 2019 (\$15B)

Waterways: 10 by Dec 2018 (\$2B)

* Forecast



**Regulatory
Excellence**

**Make in India
for India**

**Coverage &
Penetration**

Sectoral Highlights: Consumer

Indian Consumers

Middle Income Group
Population

267_M ➔ **>500_M**

Today By 2025

9+% growth in HH expenditures (last three years), 30% into grocery basket

Continued investment & growth in eCommerce

Larger household size (4.9 avg.)
hides prosperity in households vs
individuals

3M India's play in the sector



Source: Mint, New Indian Express, Hindustan Times, Forbes India

Sectoral Highlights: Electronics Manufacturing

India Electronics Industry

1.2B

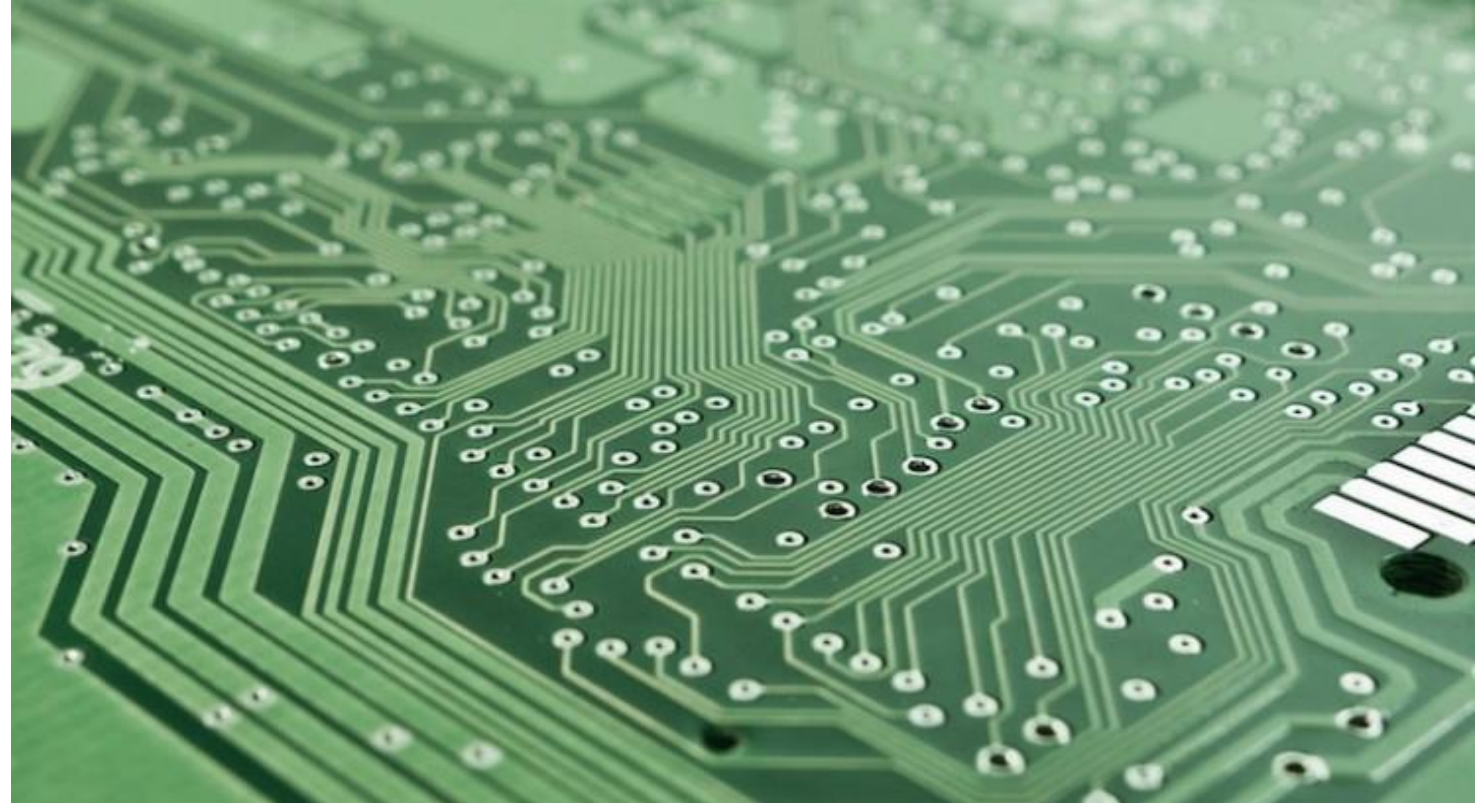
Mobile phones, population of 1.38B

35% CAGR projected for smartphones, total turnover >\$20B in FY 18

450M internet user base – adding 6M new users each month

2nd largest component of import bill, 10+% duty benefit to promote “Make In India”

3M India's play in the sector



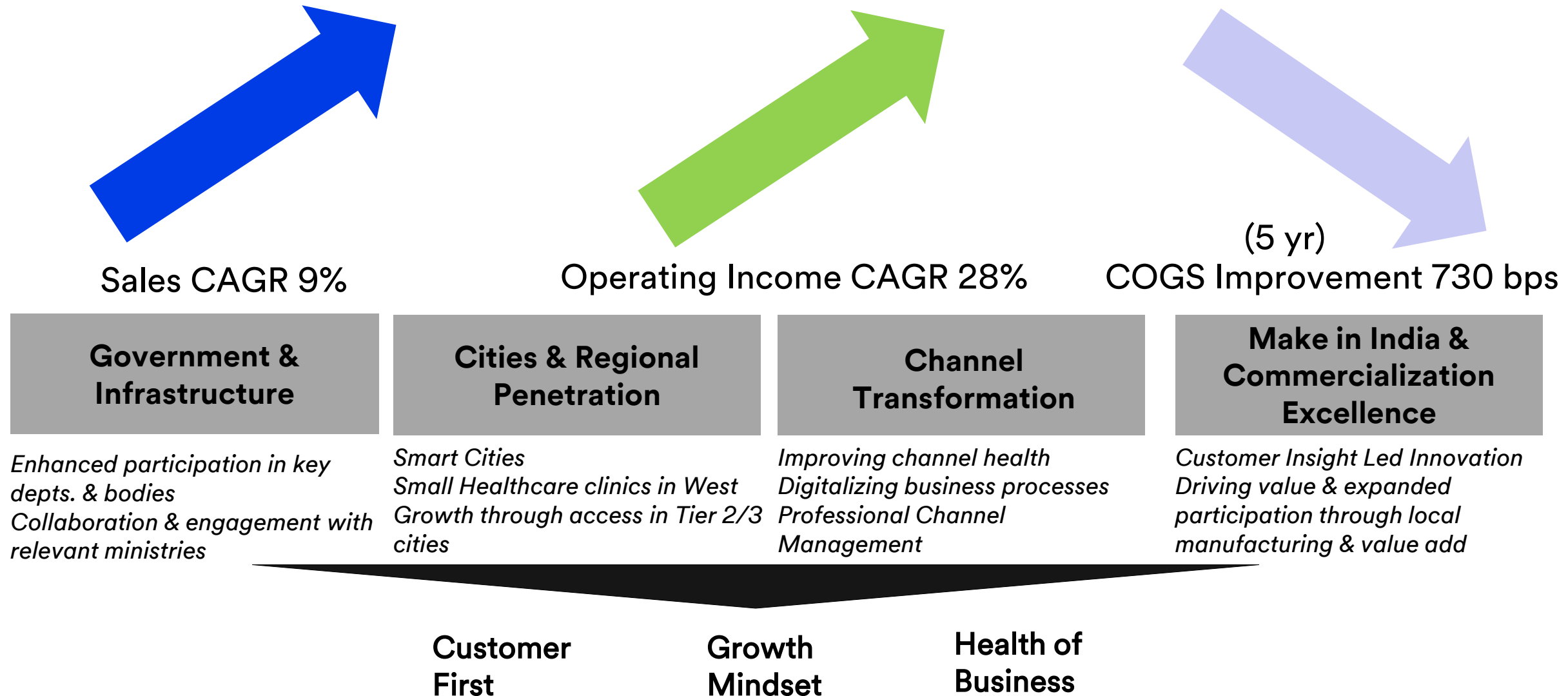
Differentiated Products

Innovative Business Models

Local Lab & Manufacturing

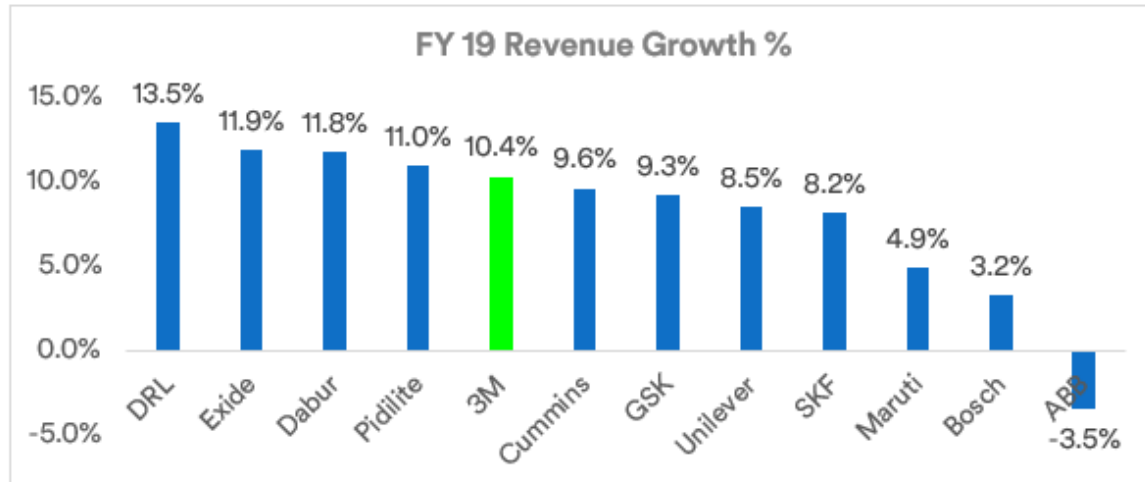
Source: Mint, New Indian Express, Hindustan Times, Forbes India

FY 2019: Our Success Story & Drivers of Success

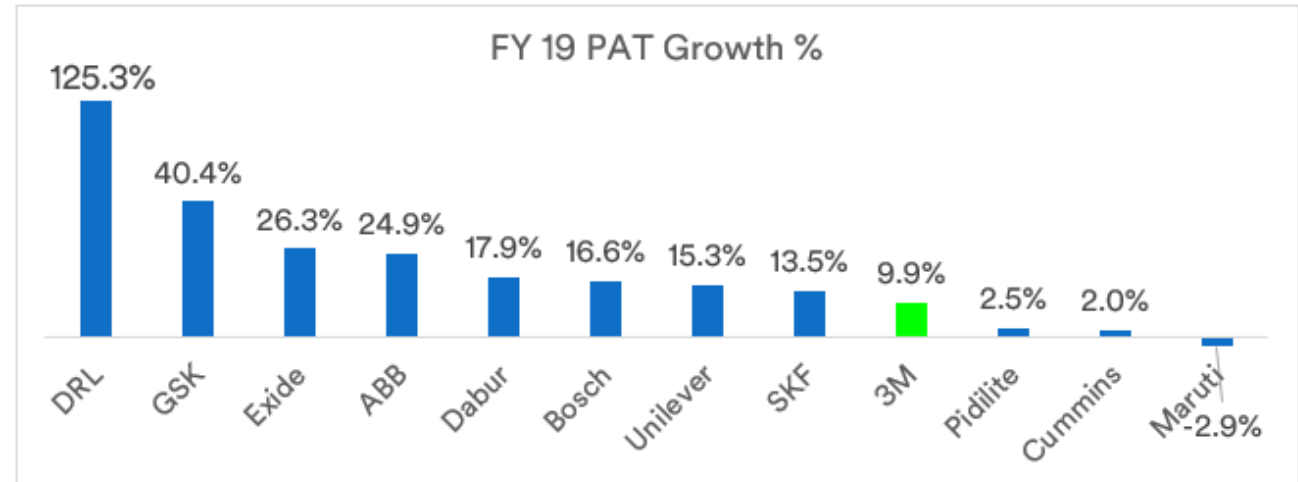


External Benchmarking Shows Market Differentiated Performance

Net Sales Growth YoY, FY 19 (%)



PAT Growth YoY, FY 19 (%)



Driven by a growth mindset



Customer at our Core

From customer scorecards to bringing 3M science to life into our customers' world, our commitment continues to drive innovation with customers at our core.



Innovation in India for India

Our customers across key growth segments – automotive, healthcare, infrastructure and retail are benefiting from new applications of our science to improve lives.

Driven by a growth mindset



Strategic & Grassroot Partnerships

What's good for India is good for 3M. **Strategic Government Partnerships** in Industrial Safety, Healthcare Skills, Start-ups are widening impact and building brand.



Design-led Innovation

Our newly launched Design Center is the creative hub where 3M Design inspires and enables innovation, brand experiences and the creation of meaningful customer solutions.

Our Commitment to Health and Safety



Continuing to raise safety standards & reinforcing our commitment to leadership in safety and health



Zero Lost Time Accidents
Zero Level 2 Fires & Spills



All of our plants received
3M Corporate recognition:
CEO Safety Award



Safety Awareness efforts
through School outreach,
Employee Children &
Industry Connect



Over 1 Lakh Safety
professionals reached
through the Audhyogik
Suraksha Rath program
with Ministry of Labour.

Committed to Reducing our Environmental Footprint



The Sustainability Goals we are pursuing reflect a heightened commitment to going beyond compliance and thinking holistically about how our operations and products affect the world and every life in it and helping our customers achieve their goals



Waste

21% reduction
(Kg/MT of production)



Energy

28% reduction
(MMTU/ MT of production)
17% increase in
renewable energy share



Water

57% reduction
(KL/ MT of production)

Creating Meaningful Impact

Embracing our communities through meaningful partnerships & employee engagement



Education



Community



Environment



Helping our children and young people harness possibilities

From early child/ girl child education to supporting and mentoring young innovators



Empowering the sustainability of our communities

From empowering women to livelihood to public health and safety



Empowering communities with access to clean water resources

From rain water harvesting to lake rejuvenation

What's good for India is good for 3M

Driving purpose leadership in delivering our vision of improving lives



Audhyogik Surakasha Rath Initiative

3M and DGFASLI, Ministry of Labor & Employment. Leading the drive for a Safety Culture in Indian Industries



3M and Healthcare Sector Skill Council

Skill Upgradation of healthcare professionals in India through curriculum development and training



Driving Innovation through Mentoring Support for Start-ups

MOUs with Karnataka Start-up Mission and Bhopal Smart Cities Corporation Limited Incubation Center – BNEST

3M Science for the People of India

Partnering with India's progress with a
big and bold vision



Our Aspiration

Assure safety on every single highway in India, over 400,000 KMs in all



3M™ Road Safety solutions and Smart Solutions are using science to make India's highways safer, driving towards a target of Zero deaths for its citizens

Our Aspiration

An India where 50 million construction workers return home safe every night



3M Personal Safety solutions are enabling safety of working professionals in different work situations with a focus on training & education

Our Aspiration

Make in India our own iconic wonders for the world to see



3M technologies are helping manufacturers achieve their goals through materials and solutions for improved efficiencies and maintenance

Our Aspiration

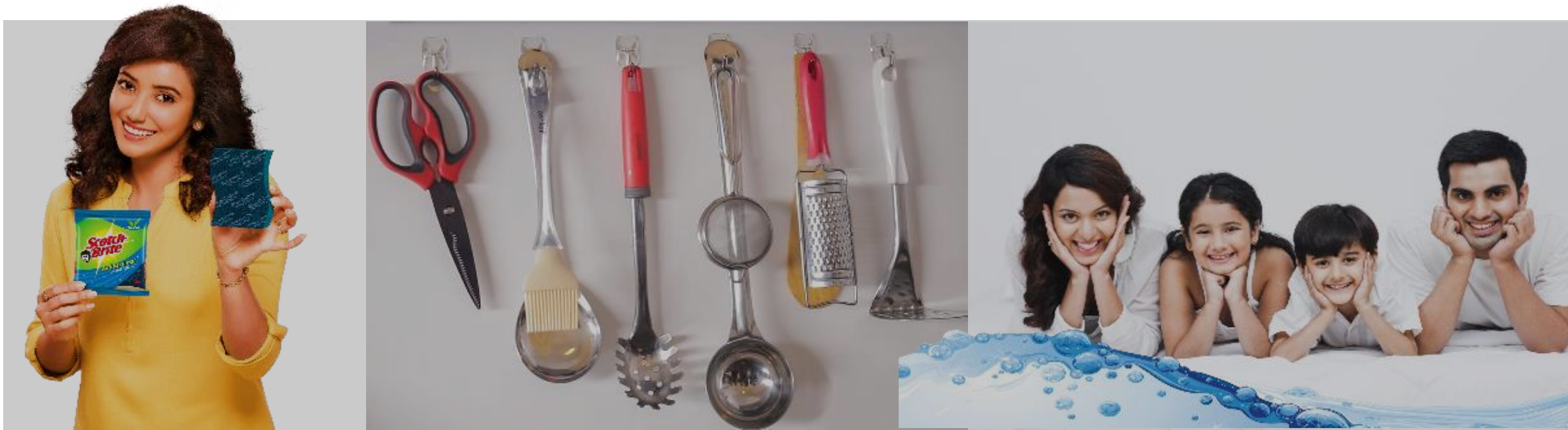
Build modern public infrastructure for cities shaping a new India



3M graphics solutions for interiors and exteriors are helping leading architects in India to create modern cities that reflect the ethos of its people.

Our Aspiration

Enhancing home hygiene & organization in 250 million households



From damage free enhanced interiors and décor with Command hooks & strips to anti-bacterial range of home cleaning tools and water purification systems

Our Aspiration

Quieter rides and mindful journeys for 25M cars on the road



3M technologies in Acoustics and Noise, Vibration, Harshness reduction are enabling quieter rides for vehicles and enriching experiences with comprehensive car care solutions for Indian car owners

An Ethical Corporation is a Sustainable Corporation



Code of Conduct

Be 3M

Be Good

Obey the law and 3M's Code of Conduct.

Be Honest

Act with uncompromising honesty and integrity.

Be Fair

Play by the rules, whether working with government, customers, or suppliers.

Be Loyal

Protect 3M's interests, assets, and information.

Be Accurate

Keep complete and accurate business records.

Be Respectful

Respect one another and our social and physical environment around the world.



3M named one of the World's Most Ethical Companies for 6 years in a row.