



07 June 2025

India | Equity Research | Company Update

3M India

Diversified

Multiple growth drivers to unfold in in medium term

We remain positive on 3M India as we believe there are multiple growth tailwinds in medium-long term. (1) Parent is considering sourcing the product from 3M India and it may result in export opportunities for 3M India. (2) Margins are near the bottom end of the range and there is potential for expansion in upcoming quarters. (3) Rise in scale of manufacturing activities in India's economy shall continue to drive growth for 3M India. China's manufacturing activity is ~6x of India. 3M China was able to grow with higher manufacturing in China. 3M India will also have strong manufacturing opportunities in electronics, automotive and infrastructure. (4) Most of the healthcare portfolio is likely to be with 3M India. Wound care portfolio and certain products not launched by 3M India shall go to Solventum.

(5) While a slowdown in off-take of corrosion coatings for pipes led to slower revenue growth, 3M India is confident of posting revenue growth in excess of 7%, which was registered over FY19–25. With ~10% correction in stock price over the past 12 months, we believe there is valuation support at current market price. We remain constructive. Retain **BUY**.

Margin closer to the bottom end of the range

3M India has maintained its EBITDA margin in the range of 14–18% recently, and we believe current margins are in the range. EBITDA margin took a hit due to commodity inflation, INR depreciation and change in revenue mix. We model EBITDA margin steadily inching up in FY26-27E.

Scale of manufacturing could drive higher growth

China's scale of manufacturing is ~6x India's manufacturing. As manufacturing activities increase in India, it would result in higher demand for 3M India's products too. There is a possibility of higher growth in electronics and automotive manufacturing sectors in India, and 3M India is geared up for the manufacturing of such products. We believe 3M is already in discussions with brand manufacturers as well as ODM players.

Possibility of parent sourcing from India

Indian operations are extremely important for the parent. Apart from 3M India, there is another global capability centre in India. Also, we believe that there is a possibility of the parent sourcing products from India. It could lead to higher growth for 3M India. We would be keenly watching the developments towards exports to 3M USA and other group companies.

Financial Summary

Y/E March (INR mn)	FY24A	FY25A	FY26E	FY27E
Net Revenue	41,894	44,456	49,924	55,506
EBITDA	7,591	7,696	8,474	9,634
EBITDA Margin (%)	18.1	17.3	17.0	17.4
Net Profit	5,834	4,761	6,454	7,178
EPS (INR)	517.9	422.6	573.0	637.2
EPS % Chg YoY	29.4	(18.4)	35.6	11.2
P/E (x)	57.2	70.1	51.7	46.5
EV/EBITDA (x)	42.0	42.2	38.1	33.3
RoCE (%)	26.8	21.1	29.2	30.9
RoE (%)	30.4	23.6	34.6	35.5

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Market Data

Market Cap (INR)	334bn
Market Cap (USD)	3,891mn
Bloomberg Code	3M IN
Reuters Code	TMIN.BO
52-week Range (INR)	41,000 /25,714
Free Float (%)	25.0
ADTV-3M (mn) (USD)	1.7

Price Performance (%)	3m	6m	12m
Absolute	6.7	(5.3)	(9.4)
Relative to Sensex	(3.8)	(4.9)	(18.9)

ESG Score	2023	2024	Change
ESG score	69.1	69.8	0.7
Environment	44.5	50.1	5.6
Social	78.9	79.1	0.2
Governance	80.9	81.2	0.3

Note - Score ranges from 0 - 100 with a higher score indicating higher ESG disclosures.

Source: SES ESG, I-sec research

Earnings Revisions (%)	FY26E	FY27E
Revenue	1.0	1.0
EBITDA	(1.0)	(0.3)
EPS	(3.8)	(5.5)
EPS	(3.8)	(5.5)

Previous Reports

09-02-2025: Q3FY25 results review 13-11-2024: **Q2FY25** results review



Limited capex requirements to result in higher dividend payouts

3M India has a largely low capex business model. It can source the products from its parent and other group companies. While final production may happen in India, 3M India would not be required to invest large sums in India. This can help maintain strong FCF generation and generate higher dividend payouts. We model dividend payout of more than 60% in FY26–27E. There is excess capacity globally and 3M India can potentially import new products.

Possibility of higher revenue growth ahead

3M India reported a revenue CAGR of 7% over FY19–25, a tad lower than nominal GDP growth. While healthcare and consumer segments have done well, rest of the portfolio has suffered. There was limited off-take for corrosion coatings of pipes and it led to muted revenue growth of the Safety & Industrial segment. We believe there are opportunities for 3M India in metros, railways as well as other infrastructure projects.

Royalty payments at 4.9-5%

The company has an agreement with its parent to pay royalty at 3.25% on manufactured products. As ~60% of the products are localised, it pays 60% of 3.25% (i.e. 1.9-2%) as royalty. It also pays up to 3.4% as corporate management fees for the services availed from the group. The royalty and corporate management fees are expected to be 4.9-5%.

Large healthcare portfolio to remain with 3M India

While the global healthcare portfolio is divested to Solventum, 3M India continues to be a major manufacturer and distributor to the global healthcare portfolio. While Solventum has some of the portfolio such as wound care and management, most of the healthcare portfolio is with 3M India. A section of the healthcare products was not introduced by 3M India, even before the commencement of global divestment, and these shall be routed through Solventum now.

Valuation and risks

We model 3M India to report revenue and PAT CAGRs of 11.7% and 22.8%, respectively, over FY25–27E with RoE>cost of capital. We value the stock as per the DCF methodology with a TP of INR 33,500 (implied target P/E of 50x FY27E).

Key risks: Steep increase in competitive pressure; and commodity inflation.



Q4FY25 update

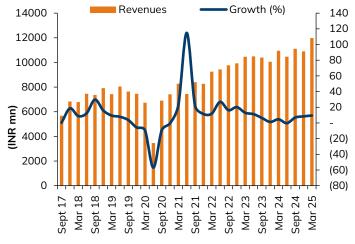
Exhibit 1: Q4FY25 results

Y/e March (INR mn)	Q4FY25	Q4FY24	YoY % chg.	Q3FY25	QoQ % chg.
Revenue	11,982	10,945	9.5	10,899	9.9
Expenditure					
Raw materials	7,072	6,519	8.5	6,671	6.0
% of revenue	59.0	59.6		61.2	
Employee cost	1,126	922	22.1	1,109	1.5
% of revenue	9.4	8.4		10.2	
Other expenditure	1,517	1,361	11.5	1,579	(4.0)
% of revenue	12.7	12.4		14.5	
Total expenditure	9,715	8,802	10.4	9,359	3.8
EBITDA	2,267	2,144	5.8	1,541	47.2
EBITDA margin (%)	18.9	19.6		14.1	
Other income	135	302	(55.2)	168	(19.7)
PBDIT	2,402	2,446	(1.8)	1,709	40.6
Depreciation	137	130	5.4	140	(2.2)
PBIT	2,265	2,316	(2.2)	1,569	44.4
Interest	13	7	77.1	28	(52. <i>7</i>)
PBT	2,252	2,308	(2.4)	1,541	46.1
Prov for tax	549	580	(5.2)	403	36.2
% of PBT	24.4	25.1		26.2	
PAT before MI/Share of associates	1,703	1,729	(1.5)	1,138	49.7
Minority interest/share of associates	-	-		-	
Adjusted PAT	1,703	1,729	(1.5)	1,138	49.7
Extra ordinary items	(1,004)	10	(10,335.5)	(28)	3,534.4
Reported PAT	699	1,738	(59.8)	1,110	(37.0)

Source: Company data

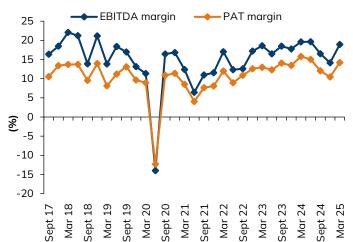
Key performance highlights

Exhibit 2: Revenue and revenue growth



Source: Company data, I-Sec research

Exhibit 3: Profitability margin



Source: Company data, I-Sec research



Exhibit 4: Segment-wise performance

	Sept 23	Dec 23	Mar 24	June 24	Sept 24	Dec 24	Mar 25
Segments - Revenues (INR mn)							
Safety & Industrial	3,320	3,390	3,334	3,379	3,604	3,341	3,815
Transportation & Electronics	3,908	3,946	4,509	3,956	3,853	4,355	4,602
Healthcare	1,947	1,613	2,058	2,004	2,323	1,987	2,337
Consumer	1,152	1,055	1,020	1,088	1,247	1,141	1,172
Others	68	52	24	39	80	75	57
Total	10,395	10,056	10,945	10,466	11,108	10,899	11,982
Growth (%)							
Safety & Industrial	3.2%	2.9%	-1.6%	2.7%	8.6%	-1.4%	14.4%
Transportation & Electronics	4.7%	0.2%	3.6%	-4.2%	-1.4%	10.3%	2.1%
Healthcare	20.0%	-1.0%	18.8%	0.7%	19.3%	23.2%	13.5%
Consumer	2.8%	4.6%	6.8%	3.3%	8.3%	8.1%	14.9%
Others	-5.8%	-10.8%	-25.9%	17.3%	16.3%	44.4%	136.1%
Total	6.4%	1.3%	4.6%	-0.3%	6.9%	8.4%	9.5%
As % of Total							
Safety & Industrial	31.9%	33.7%	30.5%	32.3%	32.4%	30.7%	31.8%
Transportation & Electronics	37.6%	39.2%	41.2%	37.8%	34.7%	40.0%	38.4%
Healthcare	18.7%	16.0%	18.8%	19.2%	20.9%	18.2%	19.5%
Consumer	11.1%	10.5%	9.3%	10.4%	11.2%	10.5%	9.8%
Others	0.7%	0.5%	0.2%	0.4%	0.7%	0.7%	0.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
EBIT (INR mn)							
Safety & Industrial	448	469	535	423	349	226	469
Transportation & Electronics	876	887	1,027	848	604	687	870
Healthcare	207	65	262	432	504	301	510
Consumer	220	217	176	195	224	142	262
Others	41	15	13	21	12	44	19
Total	1,792	1,655	2,014	1,919	1,693	1,401	2,130
As % of Total							
Safety & Industrial	25.0%	28.4%	26.6%	22.0%	20.6%	16.2%	22.0%
Transportation & Electronics	48.9%	53.6%	51.0%	44.2%	35.7%	49.1%	40.8%
Healthcare	11.5%	3.9%	13.0%	22.5%	29.8%	21.5%	23.9%
Consumer	12.3%	13.1%	8.7%	10.2%	13.2%	10.1%	12.3%
Others	2.3%	0.9%	0.6%	1.1%	0.7%	3.2%	0.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
EBIT margin (%)							
Safety & Industrial	13.5%	13.9%	16.1%	12.5%	9.7%	6.8%	12.3%
Transportation & Electronics	22.4%	22.5%	22.8%	21.4%	15.7%	15.8%	18.9%
Healthcare	10.6%	4.0%	12.7%	21.5%	21.7%	15.1%	21.8%
Consumer	19.1%	20.6%	17.3%	18.0%	17.9%	12.4%	22.3%
Others	60.2%	29.7%	53.4%	52.5%	15.6%	59.1%	34.2%
Total	17.2%	16.5%	18.4%	18.3%	15.2%	12.9%	17.8%

Source: Company data

Q4FY25 results: 3M India reported revenue and EBITDA growth of 9.5% and 5.8%, respectively, YoY. However, adjusted PAT declined 1.5% YoY. With change in revenue mix, gross margin was up 53bps YoY. However, higher ad-spend and brand building investments led to EBITDA margin contraction of 66bps YoY, in our view. Slowdown in automotive industry and tariff impact had also likely impacted the revenue growth adversely.

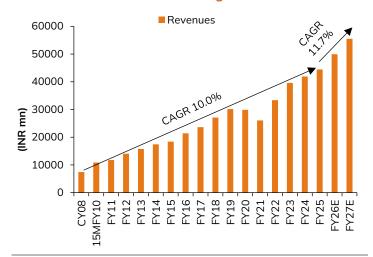
Segment-wise results: Segment-wise revenue growth rates (YoY): Healthcare: 13.5%, Consumer: 14.9%, Safety & Industrial: 14.4% and Transportation and Electronics: 2.1% YoY. EBIT margin change was as follows: Healthcare: +907bps, Consumer: +507bps, Safety & Industrial: (375)bps and Transportation and Electronics: (388)bps YoY.

Provision for X/O expenses due to Vivad-se-Vishwas scheme: The company has provided additional tax expenditure of INR 989mn in Q4FY25 as it has applied for Vivad se Vishwas scheme, 2024 to clear the pending disputes and litigations related to 2004-05 to 2013-14.



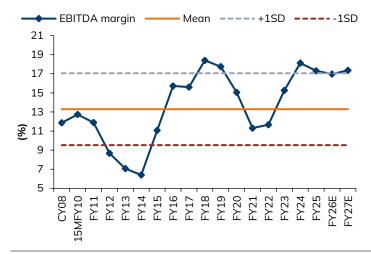
Key charts - Annual

Exhibit 5: Revenue and revenue growth



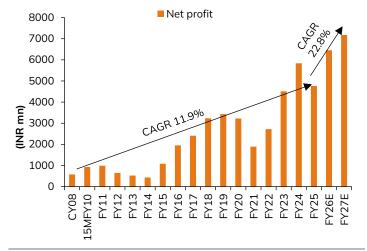
Source: Company data, I-Sec research

Exhibit 6: EBITDA margin



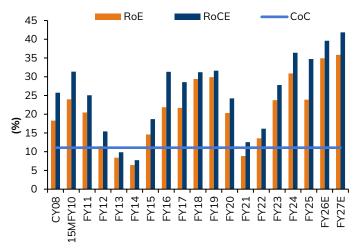
Source: Company data, I-Sec research

Exhibit 7: PAT and PAT growth



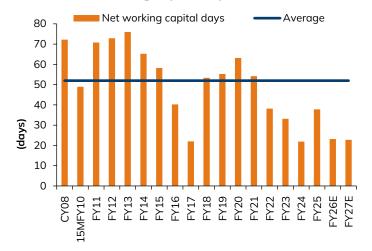
Source: Company data, I-Sec research

Exhibit 8: RoE and RoCE (%)



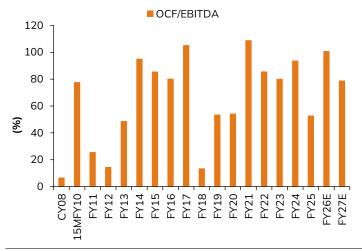
Source: Company data, I-Sec research; CoC: Cost of capital

Exhibit 9: Net working capital days



Source: Company data, I-Sec research

Exhibit 10: OCF/ EBITDA (%)



Source: Company data, I-Sec research



Valuation and risks

We model 3M India to report revenue/PAT CAGRs of 11.7%/22.8% over FY25–27E and RoE>cost of capital. At our DCF-based target price of INR 33,500, implied P/E works out to 50x FY27E EPS. Maintain **BUY**.

Exhibit 11: DCF-based valuation

Particulars	
Cost of Equity (%)	11.1%
Terminal growth rate (%)	5.0%
Discounted interim cash flows (INR mn)	1,45,511
Discounted terminal value (INR mn)	2,31,869
Total equity value (INR mn)	3,77,381
Value per share (INR)	33,500

Source: Company data

Risks

Sharp increase in input prices and competitive pressures

Major increase in input prices and/or increase in competitive pressures may result in downside to our estimates.

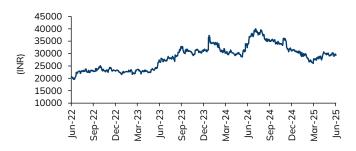
Delays in launch of new products

Any delays in launch of new products may result in lower earnings than estimated.

Exhibit 12: Shareholding pattern

%	Sep'24	Dec'24	Mar'25
Promoters	75.0	75.0	75.0
Institutional investors	12.2	12.2	11.8
MFs and others	7.1	7.2	7.1
Fls/Banks	1.0	1.0	1.0
FIIs	4.1	4.0	3.8
Others	12.8	12.8	13.2

Exhibit 13: Price chart



Source: Bloomberg Source: Bloomberg



Financial Summary

Exhibit 14: Profit & Loss

(INR mn, year ending March)

	FY24A	FY25A	FY26E	FY27E
Net Sales	41,894	44,456	49,924	55,506
Operating Expenses	34,303	36,760	41,451	45,872
EBITDA	7,591	7,696	8,474	9,634
EBITDA Margin (%)	18.1	17.3	17.0	17.4
Depreciation & Amortization	529	553	661	729
EBIT	7,061	7,143	7,812	8,905
Interest expenditure	32	112	88	88
Other Non-operating	783	703	939	818
Income				
Recurring PBT	7,812	7,734	8,664	9,635
Profit / (Loss) from	_	_	_	_
Associates				
Less: Taxes	1,978	2,973	2,209	2,457
PAT	5,834	4,761	6,454	7,178
Less: Minority Interest	-	-	-	-
Extraordinaries (Net)	(13)	(48)	-	-
Net Income (Reported)	5,821	4,713	6,454	7,178
Net Income (Adjusted)	5,834	4,761	6,454	7,178

Source Company data, I-Sec research

Exhibit 15: Balance sheet

(INR mn, year ending March)

	FY24A	FY25A	FY26E	FY27E
Total Current Assets	26,685	24,407	16,747	18,243
of which cash & cash eqv.	13,578	9,374	1,102	904
Total Current Liabilities &	10,595	10,430	12,481	13,877
Provisions	10,595	10,430	12,401	13,077
Net Current Assets	16,090	13,977	4,266	4,367
Investments	2,072	1,273	11,273	13,773
Net Fixed Assets	3,325	4,172	4,408	4,479
ROU Assets	-	-	-	-
Capital Work-in-Progress	123	98	-	-
Total Intangible Assets	-	-	-	-
Other assets	-	-	-	-
Deferred Tax Assets	-	-	-	-
Total Assets	21,609	19,520	19,947	22,619
Liabilities				
Borrowings	418	1,251	1,251	1,251
Deferred Tax Liability	(278)	(196)	(196)	(196)
provisions	-	-	-	-
other Liabilities	-	-	-	-
Equity Share Capital	113	113	113	113
Reserves & Surplus	21,356	18,352	18,780	21,451
Total Net Worth	21,469	18,465	18,892	21,564
Minority Interest	-	-	-	-
Total Liabilities	21,609	19,520	19,947	22,619

Source Company data, I-Sec research

Exhibit 16: Quarterly trend

(INR mn, year ending March)

	June 24	Sept 24	Dec 24	Mar 25
Net Sales	10,466	11,108	10,899	11,982
% growth (YOY)	(0.3)	6.9	8.4	9.5
EBITDA	2,055	1,834	1,541	2,267
Margin %	19.6	16.5	14.1	18.9
Other Income	218	182	168	135
Extraordinaries	(3)	(3)	(28)	(1,004)
Adjusted Net Profit	1,571	1,338	1,138	1,703

Source Company data, I-Sec research

Exhibit 17: Cashflow statement

(INR mn, year ending March)

	FY24A	FY25A	FY26E	FY27E
Operating Cashflow	7,123	4,070	8,555	7,608
Working Capital Changes	813	(2,104)	1,439	(299)
Capital Commitments	(314)	(554)	(800)	(800)
Free Cashflow	6,809	3,516	7,755	6,808
Other investing cashflow	(3,072)	3,085	(10,000)	(2,500)
Cashflow from Investing Activities	(3,386)	2,531	(10,800)	(3,300)
Issue of Share Capital	-	-	-	-
Interest Cost	-	-	-	-
Inc (Dec) in Borrowings	(149)	-	-	-
Dividend paid	(1,127)	(7,717)	(6,027)	(4,506)
Others	-	-	-	-
Cash flow from Financing Activities	(1,276)	(7,717)	(6,027)	(4,506)
Chg. in Cash & Bank balance	2,461	(1,115)	(8,272)	(198)
Closing cash & balance	10,443	9,328	1,102	904

Source Company data, I-Sec research

Exhibit 18: Key ratios

(Year ending March)

- ,				
	FY24A	FY25A	FY26E	FY27E
Per Share Data (INR)				
Reported EPS	517.9	422.6	573.0	637.2
Adjusted EPS (Diluted)	517.9	422.6	573.0	637.2
Cash EPS	564.9	471.7	631.7	701.9
Dividend per share (DPS)	100.0	685.0	535.0	400.0
Book Value per share (BV)	1,905.8	1,639.1	1,677.1	1,914.2
Dividend Payout (%)	0.2	1.6	0.9	0.6
Growth (%)				
Net Sales	5.8	6.1	12.3	11.2
EBITDA	25.6	1.4	10.1	13.7
EPS (INR)	29.4	(18.4)	35.6	11.2
Valuation Ratios (x)				
P/E	57.2	70.1	51.7	46.5
P/CEPS	52.5	62.8	46.9	42.2
P/BV	15.5	18.1	17.7	15.5
EV / EBITDA	42.0	42.2	38.1	33.3
P / Sales	8.0	7.5	6.7	6.0
Dividend Yield (%)	0.3	2.3	1.8	1.3
Operating Ratios				
Gross Profit Margins (%)	40.2	40.4	41.5	41.9
EBITDA Margins (%)	18.1	17.3	17.0	17.4
Effective Tax Rate (%)	25.3	38.4	25.5	25.5
Net Profit Margins (%)	13.9	10.7	12.9	12.9
NWC / Total Assets (%)	11.6	23.6	15.9	15.3
Net Debt / Equity (x)	(0.7)	(0.5)	(0.6)	(0.6)
Net Debt / EBITDA (x)	(2.0)	(1.2)	(1.3)	(1.4)
Profitability Ratios				
RoCE (%)	26.8	21.1	29.2	30.9
RoE (%)	30.4	23.6	34.6	35.5
RoIC (%)	78.5	57.5	69.1	83.4
Fixed Asset Turnover (x)	6.8	6.2	6.0	6.1
Inventory Turnover Days	48	55	50	50
Receivables Days	63	67	66	65
Payables Days	88	81	89	88
Source Company data, I-Sec rese	arch			

Source Company data, I-Sec research



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