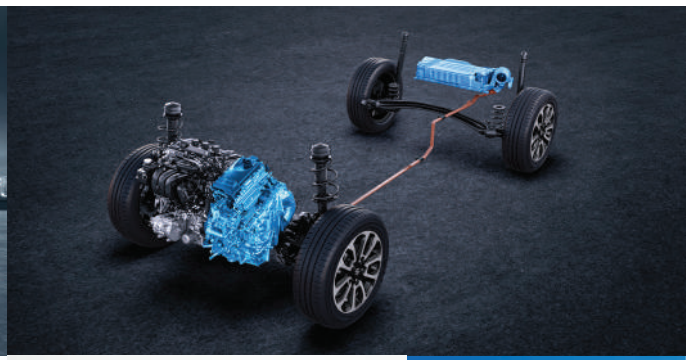
MARUTI SUZUKI

Annual Integrated Report
2022-23





S-CNG
DRIVE SMART. CHOOSE GREEN.





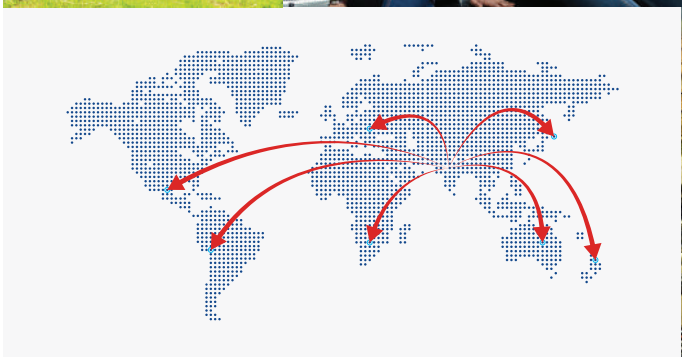


FLEX FUEL











MARUTI SUZUKI **3.0**

MARUTI SUZUKI 3.0

Maruti Suzuki was established with a dream to provide the 'Joy of Mobility'. With a humble start of manufacturing about 20,000 cars in a year, the Company has grown leaps and bounds, manufacturing close to 2 million cars a year in FY 2022-23. Over the last four decades, the Company has served over 27 million happy customers in India and around 100 countries of the world. It maintained its market leadership in India throughout–reflecting the Company's obsession with creating customer delight and demonstrating its agility to adapt to the changing times. This was possible by leveraging the unique ability of Suzuki Motor Corporation to design feature-rich, safer, environment-friendly products, delivering world-class quality at an affordable price. The Company's value creation is based on equitable, inclusive, transparent, and collaborative stakeholder practices.

SCALING UP SUCCESS

The journey of 40 years can be divided into two distinct phases. In the first phase, the emphasis was to build a local component manufacturing ecosystem and spread the network across the country to reach hundreds and thousands of people and set into motion the big Indian automobile revolution. In the second phase, the focus was on consolidating the Company's leadership position by strengthening critical success factors including the introduction of new-age products with advanced technologies, new retail channel for providing enhanced buying experience, strengthening local product development capabilities, scaling up sales and service network, and improving the capability and resilience of value chain partners.

While India's passenger vehicle market has become the third largest in the world, car penetration is only 3% of its population. This serves as a constant reminder that the Company's dream to deliver the 'Joy of Mobility' to the people still has a long way to go. However, led by the favourable demographic dividend, India's economic growth potential is high. Besides, the Company is the largest exporter of passenger vehicles in India. With the access to Suzuki Motor Corporation vast distributor network across the globe, the Company will work towards scaling up its exports.

ON A JOURNEY TO DECARBONISATION

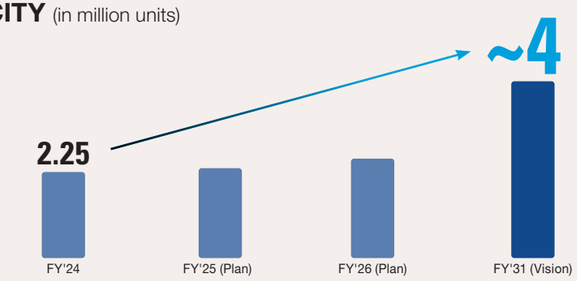
MSIL is committed to fully support India's ambition of Carbon Net Zero by 2070 and has the least CO_2 emission fleet among all car manufacturers in the country. To make the carbon reduction efforts sustainable and positive for the country, it is also important that the technologies deployed have maximum local manufacturing and are affordable to the consumers. With the strong technological support from Suzuki Motor Corporation, in addition to Battery Electric Vehicles (BEV), the Company will also offer vehicles equipped with Hybrid Electric technology and powered by cleaner fuels such as CNG, Compressed Biogas, Ethanol (Flex Fuel Vehicle) to maximise its carbon reduction objective.

The Company has embarked on an ambitious path in terms of manufacturing scale, while simultaneously transiting towards a low-carbon path. This marks the new phase for the Company.

Welcome to the New and Bigger Maruti Suzuki

PLAN FOR PRODUCTION CAPACITY (in million units)
(Domestic + Exports)

~4
MN UNITS
BY FY 2030-31



EXISTING MANUFACTURING FACILITIES IN INDIA


Gurugram Facility, Haryana


Manesar Facility, Haryana


SMG Facility, Gujarat

UPCOMING MANUFACTURING FACILITIES IN INDIA



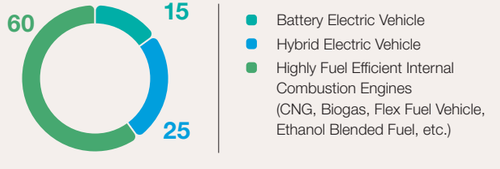
Kharkhoda manufacturing facility construction in progress.
First plant to be commissioned in 2025.

NEW FACILITY

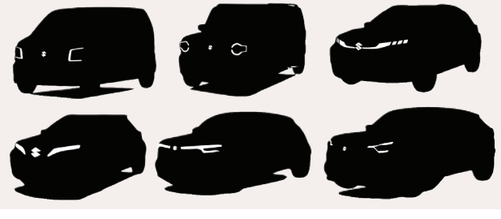
CAPACITY OF 1 MILLION VEHICLES PER ANNUM

(Site Identification in Progress)

POWERTRAIN MIX: PLAN FOR INDIA FY 2030-31 (%)



6 BEVs to be introduced in the Indian Market across product segments by FY 2030-31



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Approach to Reporting

Maruti Suzuki India Limited (hereafter referred to as 'MSIL' or 'the Company') is pleased to present its 42nd Annual Report for financial year 2022-23. This Report intends to serve as a concise communication about the Company's thoughts on business, governance, performance (financial and non-financial) and prospects in the context of its external environment.

REPORTING FRAMEWORK

The Report is based on the Integrated Reporting Framework (referred to as the framework) developed by the International Integrated Reporting Council (IIRC).

The financial information presented in this Report complies with financial and statutory data requirements of the Companies Act, 2013 (including the rules made thereunder), Indian Accounting Standards, the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, and the Secretarial Standards.

The non-financial information presented in this Report is with reference to the Global Reporting Initiative (GRI) standards. Additionally, the Report aligns with the 'Ten Principles of the United Nations Global Compact (UNGC)' and the National Guidelines on Responsible Business Conduct (NGRBC) issued by the Ministry of Corporate Affairs, Government of India.

SCOPE AND BOUNDARY

The 'reporting period' is from 1st April 2022 to 31st March 2023. The Report covers the manufacturing facilities at Gurugram and Manesar, Research & Development (R&D) facilities at Gurugram and Rohtak, Head Office at New Delhi, regional, zonal and area offices across India, sales and distribution facilities and stockyards. There was no significant change in scope and boundary of the non-financial disclosures from the previous reporting period. Joint ventures, Subsidiaries and Associates are excluded. The calculation methodologies conform to globally accepted standards, while assumptions, exclusions and restatements are clearly stated wherever applicable.

APPROACH TO STAKEHOLDER ENGAGEMENT

We engage with our stakeholders regularly and responding to their concerns is important for us. Their concerns are captured through our materiality assessment process and various other channels. We present information on these topics of interest for our stakeholders through this report.

INDEPENDENT ASSURANCE

The financial information in this report has undergone independent assurance by Deloitte Haskins & Sells LLP. Some of the key non-financial disclosures have been independently verified by DNV Business Assurance India Private Limited ('DNV').

DISCLAIMER

The Report may contain 'forward-looking' statements that capture expectations or projections about the Company's future. These have to be understood in conjunction with the uncertainty and the risk that the Company faces. Actual results, performance or achievements may thus differ substantially or materially from those expressed or implied. The Company assumes no responsibility to publicly amend, modify or revise any such statement, on the basis of subsequent developments, information or events, except as may be required by law.

INTRODUCING KEY ICONS

- Financial Capital
- Manufactured Capital
- Intellectual Capital
- Human Capital
- Social and Relationship Capital
- Natural Capital

ALIGNMENT TO UN SDGS

In this Report, you will find icons of the United Nations Sustainable Development Goals (SDGs). We have determined the SDGs where MSIL aligns with its activities.

SUSTAINABLE DEVELOPMENT GOALS

Company Overview

PG 4
Our Journey Since 1982

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Awards and Accolades

Having ushered an automobile revolution in the country, Maruti Suzuki continues to cater to the ever-evolving needs of customers, year after year, with its expansive portfolio comprising passenger and commercial vehicles. From fuel-efficient hatchbacks, and versatile SUVs, to light commercial vehicle, Maruti Suzuki's commitment to innovation and customer satisfaction remains unwavering, making it a trusted choice for car buyers across the nation.

Our Journey Since 1982

1982-1990 Good Beginnings

- The Dream of putting India on wheels became a reality in 1982
- Joint venture with Suzuki Motor Corporation, Japan
- First car M800 rolled out in 1983
- Launched Omni and Gypsy
- Setup local component manufacturing ecosystem
- First lot of 500 cars exported to Hungary
- Launched 1st Sedan, M1000













1991-2000 Accelerating Ahead

- Accelerated efforts to increase the local component manufacturing ecosystem
- Suzuki Motor Corporation increased its stake in the company to 50%
- Launched Zen
- Launched Esteem
- 1 millionth vehicle (a Gypsy ambulance) donated to Mother Teresa
- Launched round-the-clock, emergency on-road vehicle service support
- Gurgaon Plant-3 inaugurated
- Launched website, customer care and call centers
- Launched WagonR
- Institute of Driving and Traffic Research (IDTR) launched in Delhi













Our Journey Since 1982

2001-2010 Cruising in Style

- Launched Maruti Finance and Maruti Insurance
- Suzuki Motor Corporation increased its stake to 54.2%
- Listing on NSE and BSE
- Launched iconic hatchback car, Swift
- Padma Bhushan awarded to Mr. Osamu Suzuki
- New manufacturing facility setup in Manesar, Haryana
- Launched SX4
- Achieved milestone of 1 million sales in a financial year
- Launched CNG cars
- Exclusive focus on upcountry markets
- Launched Dzire, Eeco

S-CNG
DRIVE SMART. CHOOSE GREEN.











2011-2023 Gearing Up for Excellence

- The Padma Bhushan awarded to Mr. R.C. Bhargava
- Emperor of Japan conferred the Japanese Decoration-The Order of the Rising Sun, Gold and Silver Star upon Mr. R.C. Bhargava
- Launched Ertiga
- Commissioned state-of-art R&D test track at Rohtak, Haryana
- Global debut of Celerio with revolutionary Auto Gear Shift technology
- Launched Comprehensive Vendor Excellence Programme
- Launched NEXA with the S-Cross
- Launched Smart Hybrid Technology
- Launched Ciaz, Brezza, Ignis, XL6, S-Presso
- Launched Baleno–The 1st product to be exclusively manufactured in India and exported across the world
- Suzuki Motor Gujarat commenced operations
- Launched 3rd housing project for employees
- Launched Commercial Channel with Super Carry
- Indian Railways and Maruti Suzuki flagged off India's first flexi-deck auto-wagon rake
- Use of solar power for manufacturing cars
- Achieved 2.5 million cumulative exports milestone
- Started vehicle scrapping facility in Noida
- Maruti Suzuki clocked a cumulative sales of 25 million cars in India
- Launched Invicto, Grand Vitara, Jimny and Fronx
- Introduced Intelligent Electric Hybrid Vehicle
- Construction started at the new manufacturing site at Kharkhoda in Haryana
- 50-bed multi-speciality hospital started in Sitapur, Gujarat in partnership with Zydus Group of Hospital
- Skill Development–3 dedicated JIMs setup and several ITIs adopted across the country
- Road Safety: Over 4.4 million people trained through 8 IDTRs and 23 RSKCs















Company Profile

The Company was established in **1981**. A joint venture agreement was signed between the Government of India and Suzuki Motor Corporation (SMC), Japan in 1982. The Company became a subsidiary of SMC in 2002. In terms of production volume and sales, the Company is now SMC's largest subsidiary. SMC currently holds 56.48% of its equity stake. It is a public limited Company, and its shares are traded on the National Stock Exchange (NSE) and the Bombay Stock Exchange (BSE). The Company is the market leader of Passenger Vehicles in India and is also the largest exporter of Passenger Vehicles in India. In FY 2022-23, the Company's turnover exceeded ₹1 lakh crore, a feat which is achieved only by a few manufacturing companies in India.

FACILITIES IN INDIA

Manufacturing Sites	Research & Development Centre	Head Office	Sales & Distribution Facilities	Regional Parts Distribution Centers
Gurugram (Haryana)	**Rohtak** (Haryana)	**New Delhi**	**Gurugram** (Haryana)	**Bengaluru** (Karnataka)
Manesar (Haryana)	**Gurugram** (Haryana)		**Manesar** (Haryana)	**Nagpur** (Maharashtra)
			Hansalpur (Gujarat)	**Siliguri** (West Bengal)
			Bengaluru (Karnataka)	

NEXA. | ARENA.

Zonal Offices	Regional Offices	Area Offices
6 | 6	19 | 19	9 | 19

PRODUCTION CAPACITY

The Company has two state-of-the-art manufacturing facilities located in Gurugram and Manesar in Haryana, capable of producing ~1.5 million units per annum. Highly efficient lean manufacturing processes, together with a skilled and motivated workforce, enables manufacturing of reliable and quality products.

Suzuki Motor Gujarat Private Limited (SMG), a subsidiary of SMC, was set up in Hansalpur, Gujarat to cater to the increasing market demand for the Company's products and has been operational since 2017.

SMG has an annual production capacity of 0.75 million units. The Company's combined production capability including SMG is around 2.25 million units per annum. The Company is responsible for the sales and distribution of units produced at the SMG facility in Gujarat.

TOTAL CUMULATIVE PRODUCTION*

(in million)



* Figure include vehicles produced by SMG and supplied to the Company as per the contract manufacturing agreement

The Company is the market leader in passenger vehicles in India and is also the largest exporter of passenger vehicles.

TOTAL SALES VOLUME (in units)







SALES AND SERVICE CHANNELS IN INDIA

Maruti Suzuki Arena

A youthful and modern destination that provides a dynamic, trendy, social and connected new-age car-buying experience

2,801 Outlets

2,349 Cities

NEXA

Premium sales channel targeted at new customer segments offering global buying experience, innovative technology, and enhanced hospitality

460 Outlets

286 Cities

Commercial

Automobile retail channel for commercial vehicles

379 Outlets

270 Cities

True Value

Trusted destination for buyers of pre-owned cars at fair and transparent prices

556 Outlets

278 Cities

SERVICE CHANNEL

An extensive network across the country for vehicle servicing and repairs. This includes offering services via the brick-and-mortar format as well as through mobile support, which brings services to customers' doorstep. In addition, a dedicated quick response team provides emergency on-road assistance across the country.

781 Vehicles deployed for quick response

348 Mobile workshops

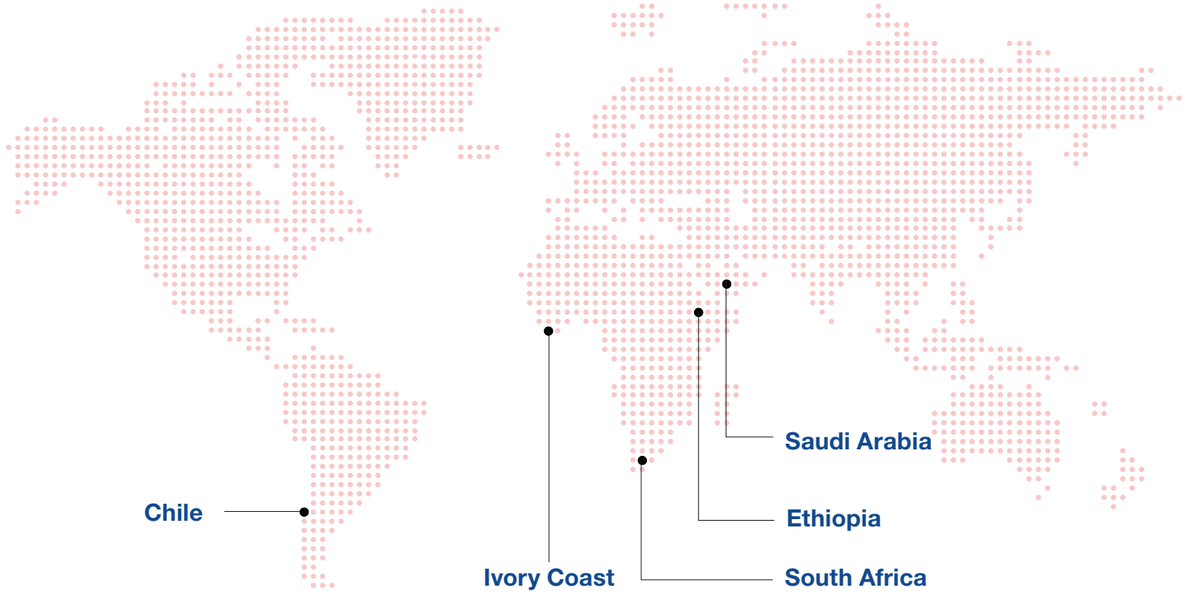
4,564 Touchpoints

2,304 Cities

Global Markets Served (by Geography)

Exports to nearly 100 countries

TOP 5 EXPORT DESTINATIONS



Note: Map shown above is only for illustration purpose.

Largest Exporter
of Passenger Vehicles **in India**
with a share of nearly **40%**

SALES VOLUME

South Africa	Chile	Ivory Coast
89,483	14,977	13,982

Saudi Arabia	Ethiopia
13,171	12,303

TOP 5 EXPORT MODELS



1 Dzire
2 Swift
3 Baleno
4 S-Presso
5 Celerio

Product Portfolio

NEXA

INVICTO

Invicto is the premium 3-row Utility Vehicle. Embodying a strong design language, the Invicto is a harmonious blend of modern aesthetics and unparalleled comfort. It features the revolutionary Intelligent Electric Hybrid system, which aids in the transition towards cleaner, greener, and a sustainable society. Loaded with a host of new-age technologies offering the best of comfort, convenience and connected features, Invicto offers an opulent experience.



XL6

The Multipurpose Utility Vehicle is known for its indulgent style and comfort and is also one of the most-liked cars in the segment. The XL6, by using Smart Hybrid technology, is committed to providing sustainable mobility solutions.



GRAND VITARA

Grand Vitara is the flagship offering in the mid-SUV segment. The Grand Vitara is a multi-product offering with cutting-edge Intelligent Electric Hybrid powertrain, Progressive Smart Hybrid technology and Suzuki ALLGRIP SELECT technology is designed to appeal to a varied customer base and will revolutionise the SUV space in India.

AWD-SUZUKI ALL GRIP SELECT





JIMNY

The legendary off-roader, with a heritage spanning 50 years, was introduced in its latest 5-door avatar. Inspired by the spirit to Never Turn Back, this capable machine is engineered with 'Purity of Function' as its central design, making an unyielding commitment to conquer uncharted territories. This exceptional SUV is the epitome of adventure, ruggedness, and versatility in one irresistible package.

4WD-SUZUKI ALL GRIP PRO

Intelligent Electric Hybrid | Petrol Smart Hybrid | CNG | Petrol

Product Portfolio

NEXA



FRONX

New Compact SUV with unique sporty design and Turbo Boosterjet Engine. The Fronx has been introduced with the positioning of 'The Shape of New' for young trailblazers who want to stand apart with their choices.

BALENO

A car that redefined the premium hatchback segment, the Baleno is the fastest-selling car in India to reach the 1 million sales milestone. The 2nd- generation New Age Baleno is a technologically advanced premium hatchback offering many first-in-segment features.



IGNIS

The hatchback with an urbane design and SUV-like styling designed for the tough urban roads with an imposing design and superior driving capabilities.



CIAZ

The sedan, admired for its elegance, was the fastest to reach the landmark sales figure of 100,000 in its segment. The Ciaz, by using Smart Hybrid technology, is committed in providing sustainable mobility solutions.



1.0 L Turbo Boosterjet | Petrol Smart Hybrid | CNG | Petrol

Product Portfolio

ARENA



BREZZA

India's favorite compact SUV, the Brezza, has taken the segment by storm since its launch. Admired for its bold design and imposing presence, the Brezza has captured the hearts of auto experts and customers alike. It has been the #1 selling compact SUV for five consecutive years since its launch. The 2nd-generation Brezza is a technologically advanced compact SUV with youthful and energetic design.

WAGON-R

Introduced in 1999 as a tall boy hatchback car, the WagonR is one of the most popular cars in the country. It has been ranked in the top 5 selling models in India consecutively for last 16 years and is the highest-selling CNG car in India. The 3rd-generation WagonR was also India's highest-selling car in FY 2022-23.





SWIFT

Introduced in 2005, Swift is one of the most-loved hatchbacks in the country, and has created a glorious legacy with unmatched driving experience, great customer fan following, acceptance and delight. The 3rd-generation Swift is among the highest selling cars in its segment and consistently features in Top 5 best-selling cars in India.



ERTIGA

Introduced in 2012, the Ertiga created a unique segment and became India's most loved Multipurpose Utility Vehicle in no time. The 2nd-generation Ertiga continues to be the market leader in its segment.

DZIRE

Introduced in 2008, the Dzire is the most admired and the highest-selling entry-sedan in the country. The 3rd-generation Dzire is one of the most popular sedans in India and it continues to excite customers.



Petrol Smart Hybrid | CNG | Petrol

Product Portfolio

ARENA

ALTO K10

Introduced in 2000, Alto is one of the most iconic hatchbacks in the country. Alto has been the highest-selling car for 16 consecutive years. The 3rd-generation Alto is the car of choice for over 4.5 million customers in India.



S-PRESSO

The hatchback with contemporary and youthful design, and energy that resonates with the 'go-getters' of India. S-Presso is the second-highest-selling car in its segment.



CELERIO

Maruti Suzuki pioneered the Auto Gear Shift (AGS) technology in the country with the Celerio. The 2nd-generation Celerio is known for its convenience and design, and is aptly positioned as 'Drive your Style'.



EECO

Eeco is the versatile van that has celebrated an iconic decade of its legacy in India with more than a million proud customers. It enjoys an undisputed leadership in the van segment and is also among the Top 10 best-selling cars in the country. The new Eeco was launched in 2022 with more powerful engine, more style and higher fuel efficiency.



CNG Petrol

Product Portfolio

COMMERCIAL

SUPER CARRY

Maruti Suzuki forayed into Light Commercial segment with the launch of Super Carry, which provides last mile delivery solution to the customers. Within a short span, the brand has created a niche for itself and has become the second best-selling Mini Truck. With the launch of New Super Carry with a new and powerful 1.2L K12N Engine, along with factory fitted S-CNG powertrain technology, Super Carry aims to provide affordable & sustainable mobility solutions to customers.



EECO CARGO

The nice slick van that is suitable for many urban applications. The variant is a part of the iconic versatile Van Eeco, which is among the top 10 best-selling cars in the country. The Eeco Cargo has proven to be perfect partner of growth for smart, hard-working and business segment customers. It is equipped with a new and powerful 1.2L K12N engine along with increased cargo space and improved fuel efficiency.



CNG Petrol

PRODUCT SUPPORT AND SERVICES OFFERED

In association with its subsidiaries and business partners, the Company also offers an array of supportive products and services to its customers which has helped generate and retain customer loyalty.

Maruti Suzuki Genuine Parts

Quality aftermarket parts for ensuring longevity and performance of vehicle, and safety of passengers

Maruti Suzuki Genuine Accessories

High-quality accessories at reasonable rates, approved and certified by the Company for their compatibility with the various products

Maruti Suzuki Finance

Partnering with banks and Non-Banking Financial Corporations to provide easy financing options

Maruti Suzuki Insurance Broking

Single window for cashless accident repairs, hassle-free services and easy claim settlement

Maruti Suzuki Rewards

Unique loyalty reward programme designed exclusively for the Company's customers

Maruti Suzuki Subscribe

An innovative and convenient way to bring a new car home

Maruti Suzuki Driving School

World-class driving training including use of advanced simulators



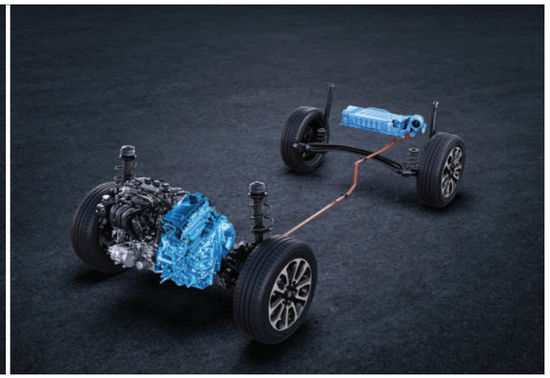
Technologies

Carbon Reduction Technologies

STRONG HYBRID–INTELLIGENT ELECTRIC HYBRID TECHNOLOGY

- Offers superior energy efficiency and lower CO_2 emissions
- This Hybrid technology has exclusive option of driving in PURE ELECTRIC powertrain mode (EV mode)





OTHER CARBON REDUCTION TECHNOLOGIES













Comfort, Convenience and Connected Technologies


Panoramic Sunroof



4WD-Suzuki All Grip Pro Technology



6-speed AT with Steering-mounted Paddle Shifters



AWD-Suzuki All Grip Select Technology


Electronic Parking Brake


Two-Zone Climate Control


Wireless Charging


SmartPlay Magnum+



Suzuki Connect


Power Tailgate


Emergency Call Facility


Memory Seats


Ventilated Seats


Power Driver Seat

Safety Technologies



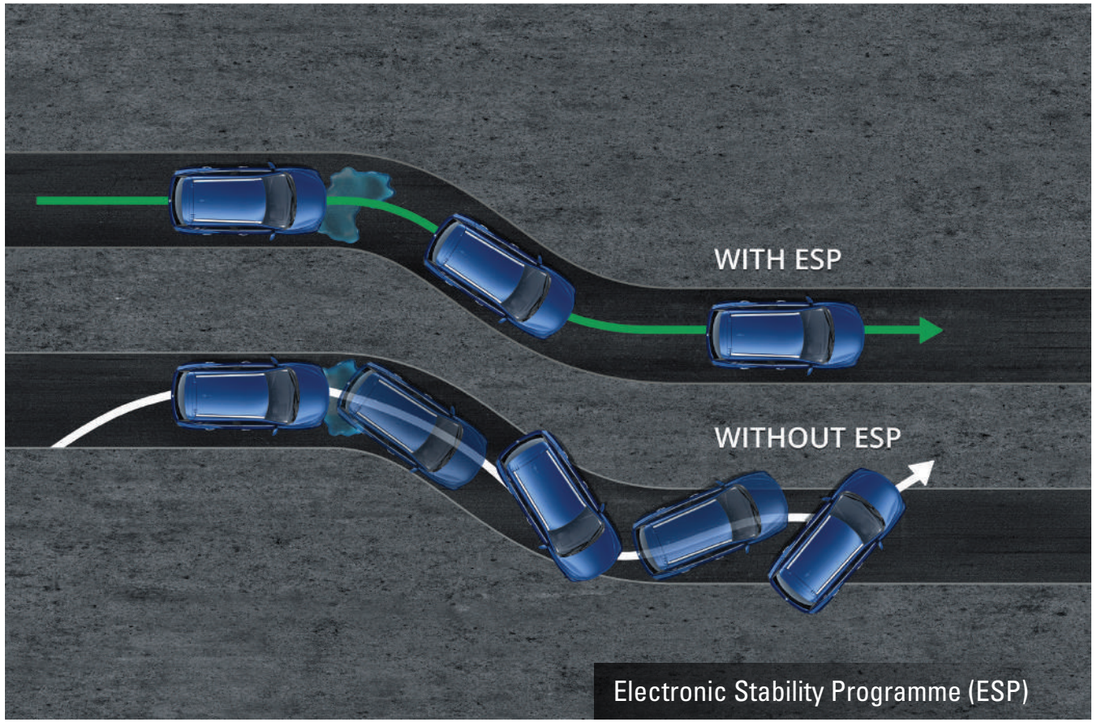
Head Up Display



360 View Cameras



6 Airbags



Electronic Stability Programme (ESP)

Performance Highlights 2022-23

Financial Capital

The Company's growth strategy, along with disciplined allocation of capital, has led to sustained financial returns.

	FY 2022-23	FY 2021-22	Trend
Capital employed (₹ in million)	**603,820**	540,860	▲
Net sales (₹ in million)	**1,125,008**	837,981	▲
PAT (₹ in million)	**80,492**	37,663	▲
Book value per share (₹)	**1,999**	1,790	▲

Manufactured Capital

The Company utilises state-of-the-art facilities and highly efficient green manufacturing processes to manufacture reliable and quality products.

	FY 2022-23	FY 2021-22	Trend
Vehicles sold	**1,966,164**	1,652,653	▲

Intellectual Capital

With the product and technology licences received from SMC, the Company is able to offer relevant products in the Indian market.

	FY 2022-23	FY 2021-22	Trend
R&D spend (₹ million)	**7,650**	4,233	▲
Patents applied/granted	**132/63**	122/56	▲
R&D engineers	**2,176**	1,920	▲

Human Capital

The Company is focused on developing the skills, competencies, health, safety and well-being of its human resources, so that they may be optimally leveraged for value creation across other capitals.

	FY 2022-23	FY 2021-22	Trend
Employee benefit expenses (₹ in million)	**46,051**	40,222	▲
Voluntary employee attrition (%)	**4.3%**	3.9%	▲
Number of employees trained	**13,122**	12,650	▲
Number of suggestions shared by employees towards continuous improvement in systems and processes	**784,703**	699,717	▲

Social and Relationship Capital

The Company strives to maintain mutually respectful and beneficial relationships with its stakeholders such as customers, value chain partners, local communities and the Government, creating a favourable environment for business.

	FY 2022-23	FY 2021-22	Trend
Sales outlets	**3,640**	3,357	▲
Service outlets	**4,564**	4,254	▲
Number of dealer sales personnel trained	**49,127**	44,774	▲
Number of service personnel of business partners trained	**64,378**	57,642	▲
Training facilities setup for improving the capability of suppliers' workforce (T-1 Suppliers)	**400**	400	◀▶
Training facilities setup for improving the capability of suppliers' workforce (T-2 Suppliers)	**975**	700	▲
CSR spend (₹ in million)	**632**	1,007	▼
Road safety (No. of drivers trained)	**376,319**	330,667	▲
People covered under automatic evaluation of driving skills (for issuing driver licenses)	**219,644**	168,291	▲

Natural Capital

The Company strives to reduce the impact of its products and services on the environment through the sustainable use of natural resources and responsible waste, wastewater, and emissions management practices.

	FY 2022-23	FY 2021-22	Trend
Design for Recyclability – Average recyclability of the products manufactured by the Company (%)	**More than 90%**	More than 90%	◀▶
Tier-1 supplier plants implemented ISO 14001 environmental management systems (%)	**92%**	92%	◀▶
Recycling of steel scrap (%)	**100**	100	◀▶
Renewable energy used in manufacturing vehicles (total solar power generation capacity-MWp)	**26.3**	26.3	◀▶
Cumulative CO_2 emissions avoided by using alternative fuel-driven vehicles since 2005-06 (Mn MT)	**1.92**	1.58	▲
CO_2 emissions avoided by using Railway for vehicle dispatches (in MT)	**1,855**	1,035	▲

Message from the Chairman



Dear Shareholders,

I take great pleasure in welcoming all shareholders to our 42nd Annual General Meeting. Thanks to the use of technology, participation in the AGM is now possible from anywhere in the world as well as from all parts of the country. This is surely a big step in better corporate governance and SEBI needs to be congratulated for being so forward looking.

Last year, we were rejoicing because we had completed 40 years of our partnership with Suzuki, Japan, and also because our nation had completed 75 years of independence. In the last year, the national economy has done well. We have controlled inflation better than most others. Infrastructure is improving rapidly. The stock market is reflecting these events and is at record levels. India is now the fastest-growing major economy in the world and the future outlook is bright. The reforms and policies during the last nine years have imparted a new dynamism and made the economy far more resilient than ever before. This is largely the outcome of the government recognising and encouraging private enterprise and placing economic growth as the topmost priority for the nation. A just and equitable society, and social harmony, requires that productive economic opportunities are available to all. Democracy cannot, in a large and diverse country like ours, strengthen its roots merely on the basis of doles and promises. Economic growth and wealth creation are needed. I sincerely hope that we continue to strengthen the efforts that are now being made to promote growth and do not lose our focus on the importance of creating wealth.

The people have placed their faith in the private sector for accelerating industrial development. All entrepreneurs have to consider what more they can do to increase the competitiveness of manufacturing activities in India. The nation will move forward faster if companies grow faster. This requires that companies must find ways of reducing costs, increasing profits and investing these in technology development and expansion. Frugal management practices can make a big difference to profit levels and resource generation, as MSIL has demonstrated over the years. Frugal practices will also lead to the personal wealth of entrepreneurs increasing much faster because higher growth of companies will result in the value of equity holdings rising rapidly.

The experience of your Company has shown that workers have a huge untapped potential to make substantial and sustained improvements to manufacturing systems and practices, resulting in increased productivity and reduced costs. Manufacturing industries need to find ways to unlock this potential as that will significantly increase their profitability and growth. To a large extent, the success that your Company enjoys has been because our workers have understood and experienced the benefits of helping MSIL grow.

Thanks to the efforts of employees, vendors, dealers and associates, your Company had an excellent FY 2022-23. Production increased by 19% and was the highest ever. Our sales fell short of 2 million by a whisker. Our turnover and profits were at record levels. Semiconductor shortages still impacted production but to a lesser extent. I expect that during the current year, there will be further improvements, though normalcy in supplies will still not be achieved. Your Company, with the active support of Suzuki Japan, has been working to strengthen its portfolio of products to meet the changing market situation. We now have four very well-accepted SUVs in the market and are on our way to assume leadership in this segment. We will gradually keep increasing our market share that had declined in the last 2-3 years. Since there are no prospects of demand for the smaller entry level car market recovering to the growth rates of the past, we are restructuring our production facilities to conform to the realities and what we are projecting for the future. Despite the slowdown in this category hatchbacks and small cars will remain a very important part of our total portfolio. The rate of growth of these cars is expected to be less than 2% a year but the industry volume is almost a million cars a year with MSIL having a share of about 70%. Accordingly, your Company intends to do whatever is necessary to meet customer needs in this segment in the best possible manner.

Message from the Chairman

Your Board has recommended that the dividend for FY 2022-23 should be increased to ₹90 per share-the highest ever. This is within the dividend payout policy. I look forward to your approval.

Your Company has been financing all investments from internal resources. This has enabled us to be a strong and resilient Company. I believe our share price could never have crossed ₹10,000 if we had not followed prudent financial practices. One of the very valuable lessons I learnt from Osamu San was that the magic mantra for growth is to maximise earnings and to reinvest in growth. Your Company's frugal style of management and financial policies, practiced for 40 years, have created the ability to withstand any kind of shocks from the market and make investments as necessary. As I am sure all of you are aware, we are now planning to increase our manufacturing capacity by another 2 million cars a year by FY 2030-31. The required investments will all come from internal resources.

While we do not expect the car industry to grow in double digits, like what happened in China in the past, we do expect that a 6% growth rate will be maintained till FY 2030-31. In FY 2023-24, your Company expects to grow at a slightly higher rate. Along with the rising domestic demand, the prospects for exports are also expected to continue to improve. Our exports rose to 259,000 units last year. We expect the demand for exports to continue to grow and export volumes are projected at 750,000-800,000 cars by FY 2030-31. The domestic plus export requirements have made it necessary for your Company to add another 2 million manufacturing capacity. Work is progressing at the first site in Kharkhoda, Haryana, and it is expected that the first plant of 250,000 capacity will start production in the first half of 2025. Thereafter, one similar plant will be added each year to reach a capacity of one million. At the same time, we are in the process of selecting a second site for adding another one million capacity by FY 2030-31.

What is now being planned can be said to be the start of 'Maruti 3.0'. Our first phase was when we were a public enterprise. The second phase ended with the Covid pandemic, and the Indian car market became the third largest in the world. The challenges before the Company are unprecedented. It took us 40 years to create a capacity of 2 million units and SMC helped in this process by establishing the Gujarat facility. Your Company now has to add the next 2 million in a period of 9 years. The task of managing all the issues relating to the production of 4 million units a year requires considerable thought and possible reorganisation of the structure of the company keeping in view the best interests of all shareholders as well as other stakeholders of the company. We will, as soon as possible, announce what we are proposing.

The challenge is not only to produce 4 million cars a year, and possibly higher volumes in the subsequent years. We also have to sell this number of cars. By FY 2030-31, your Company could have about 28 different models. Clearly the organisation and systems for selling such a large variety of cars will require changes from what exists at present.

One of the critical areas will be the development of human resources. Workers, supervisors, engineers and managers will have to be recruited and trained to match the rapidly increasing production capacity. It would be important to ensure that the Maruti culture, developed over the last 40 years, is maintained and strengthened. Enhancing our engineering capabilities will be an important aspect of growth and we are working with SMC to find the best answers.

The development of electric vehicles is proceeding well at the Gujarat facility. Your Company expects to start the sale of the first model in 2024-25. By 2030-31 we expect to have 6 EV models. These models are expected to comprise 15-20% of our total sales by that time. As I have said elsewhere, the conditions in India require that the attainment of carbon neutrality in the transportation sector should be achieved by a mix of technologies that are appropriate to our resource endowment and economic conditions. We must use the enormous amount of animal waste that is generated in the country. Equally large is the opportunity created by our agricultural and other waste as well as the potential to increase the output from our land resources. The use of hybrid technology, ethanol, Compressed Bio-gas and CNG in cars will all lead us faster to our goal of reducing the carbon footprint than relying only on any one technology.

Your Company continues to make its best efforts to reduce the carbon footprint in the production processes, and also to conserve scarce resources. The Company's solar power generation capacity will increase to 48.15 MWp, from the existing 26.3 MWp, by FY 2024-25. All the wastewater is recycled, and over 65% of the water required for manufacturing cars is met through recycling. The Company ensures zero waste to landfill through recycling and co-processing of industrial waste. We also promote best practices among our Tier-1 supplier partners, and 92% of our Tier-1 suppliers have implemented ISO 14001-based Environment Management Systems.

Another focus area is Occupational Health and Safety management. A three-tier safety committee under the direct supervision of the MD and CEO monitors progress towards the improvement of safety systems. Your Company is promoting safe working practices among the Tier-1 suppliers as well. About 89% of Tier-1 suppliers have adopted ISO 45001-based Occupational Health and Safety Management System. A robust programme of fire safety is also carried out with all Tier-1 suppliers.

The CSR programme continues as approved by the Board. Funds allocated as per law are fully utilised. There had been a reduction in CSR funds due to drop in profits, but the situation has started to change. The allocation of funds for FY 2023-24 is about ₹900 million as compared to about ₹630 million for FY 2022-23.

The areas approved for CSR work are road safety, skill development and community development. By remaining dedicated to these areas, we aim to create a lasting impact and contribute to the betterment of society. The multispeciality hospital set up in Sitapur, Gujarat has provided quality and affordable healthcare services needs to over 60,000 patients so far. To further improve the specialty services in the cardiology area, a Cath lab facility has been set up. Under our road safety initiatives, through Automated Driving Test Tracks (ADTTs), we facilitated 100% computerised driving license testing in Delhi. So far, over 5 lakh individuals have taken driving license tests through the ADTTs. This ensures that only skilled drivers receive a driving license.

The growth of MSIL has been facilitated by the importance paid to the development of a strong supply chain. The component industry and MSIL have been growing by supporting each other. My grateful thanks to them. We now have several world class manufacturers. The future prospects of growth of component manufacturing are huge and large investments will be needed in the near future. I am sure the number of vendors who reach global scales will increase rapidly. We are working with vendors and encouraging them to follow our management practices to the maximum extent possible.

The dealer community have always been our interface with the customer and without them our growth would not have been possible. We look for their continued cooperation and support.

You, our valued shareholders, along with all our customers, who are the reason for our existence, have been a pillar of support to us and we are duly grateful for that.

I cannot end without expressing my deep appreciation of the role that all our employees who have played in bringing us to our present position. They deserve all the credit for what your Company has been able to achieve.

Lastly, I would like to express my thanks and gratitude to Osamu Suzuki San, T. Suzuki San and all others from SMC, whose continued support is essential for the growth your Company.

Jai Hind



R. C. Bhargava
Chairman

Message from the Managing Director and CEO



Dear Shareholders,

Thank you for your support during my first year in the office. It gives me immense pleasure to convey my thoughts through this integrated report.

The year was a special year in the history of the Company. The year gave us many reasons for celebration. We commemorated 40th anniversary this year. The Company recorded its highest-ever annual sales volume of very close to 2 million units and highest ever exports of about 0.26 million units, making the Company the largest exporter of passenger vehicles in the country for 2 years in a row. The Company's revenue crossed ₹1 lakh crore mark, making it one of the few Companies in manufacturing sector in India to achieve this feat. The profit after tax was also at a historic high. As a result, the Board has recommended a dividend to ₹90 per share, the highest ever. None of these could have been achieved without a dedicated and motivated workforce, committed business partners and supportive government policy environment. I want to express my gratitude to everyone who contributed and went above and beyond the call of duty to make this happen.

It is not an easy task to produce such results at a time when the business environment has become far more dynamic and far less predictable than before. Efforts that went in the background along with the decisions taken in the past have produced these results. Besides, setting a culture of sustainable business practices by the Company also played a crucial role.

While the semiconductor supply situation improved over the previous year, poor visibility on availability of semiconductors continued to affect the planning of production and sales. Frequent changes in the product mix put a huge strain on the entire supply chain. The agility of the Company and its supply chain has helped achieve record production volume. Besides, to maximise the production volume under constrained supply situation, lots of efforts in optimization of semiconductor usage, sourcing from alternate suppliers etc. were made.

The Company kept the market excited by introducing new products and technologies throughout the year. It introduced three new models, four product refreshers, and extended CNG powertrain to six more models. Besides, the Company introduced one of the world's best strong hybrid-electric technologies with Grand Vitara. The Company strengthened its product line-up, especially in SUV segment, with the launch of Grand Vitara and Brezza. As a result, the Company's market share in SUV segment increased to 17% by the end of financial year, from single digit at the start of the year. Both the models received an overwhelming response from the market and continue to remain on the wait list. The Company also introduced 2 more new SUVs, Fronx and Jimny, which are also witnessing a runaway success.

There were some doubts in the market about the Company's ability to effectively sell the high price range products. By making Grand Vitara and Invicto successful, the Company proved its ability and established its brand in that segment. With the success of these products, the Company is confident of achieving Number 1 position in the SUV segment in FY 2023-24.

Indian automobile industry continued to witness increasing preference towards SUVs. Though the hatchback segment grew at a slower pace than the SUV segment, it continues to command a sizeable volume and remains relevant in the Indian market. With fast-changing market preferences, the Company's efforts are focused towards making systems, processes and facilities more flexible.

The Company continued to expand the network to enhance customer convenience. In FY 2022-23, 263 sales outlets primarily in non-urban markets, and 310 service touchpoints at a rate of almost 1 service touchpoint per day were added. Digitalisation initiatives also helped enhance customer convenience. Virtual reality initiative (Metaverse) helped us deliver showroom experience to customers at the comfort of their homes, especially in non-urban markets that are still to be covered by the sales outlets. Online car financing initiatives saw an overwhelming response with over 30% of customers financing their cars through this mode.

Message from the Managing Director and CEO

The Company continued its efforts towards Environment, Social and Governance (ESG) areas.

The Company announced its plan to enhance the use of power from renewable sources of energy for manufacturing cars. Solar power generation capacity will expand to 48.15 MWp by FY 2024-25 from the current capacity of 26.3 MWp.

The Company dispatched a record 335,000 cars through railmode, which is an environment friendly mode of transport. With this, the share of rail mode stood at 18% in FY 2022-23. To further increase the share of rail mode, the Company is building railway sidings at the production facilities in Manesar and Gujarat.

For an automobile company, the carbon emissions from products contribute to nearly 80% of the total carbon emissions. Therefore, reducing carbon footprints of the products makes a significant difference. The Company continues to have the lowest CO_2 emitting fleet in the country. For the benefit of customers, environment and the country, the Company has embraced multiple powertrain technologies rather than depending on a single technology to reduce carbon footprint. Having multiple powertrain technologies removes excessive reliance on a single technology and de-risks decarbonisation achievements. Accordingly, the Company is adopting CNG, Flex fuel (Ethanol blending anywhere from 20% to 85% with petrol), hybrid-electric and Electric vehicles.

The share of models with CNG powertrain in our sales has been increasing and has exceeded an all-time high of 20% in the year.

During the year, our parent company, Suzuki Motor Corporation (SMC) Japan announced a growth strategy towards FY 2030-31 for the entire group. SMC has committed a huge investment, especially for decarbonisation efforts. This includes launching of 6 EV models by 2030-31 in India. The Company will be launching its first EV in FY 2024-25. A prototype of this EV was showcased in Delhi Motor show held in January 2023. This is a mid-segment SUV with a range of 550 Kms and battery capacity of 60 KWH. The EV will be manufactured in Suzuki Motor Gujarat, for which the production facility is being set-up. For EV battery manufacturing, SMC is setting-up a facility in Gujarat.

Ensuring a safe working environment and supporting occupational health for our employees have always been my top-most priorities. Besides continuously strengthening our safety systems, we encourage the front-line leaders to provide as many suggestions as possible for continuously improving their respective workplace safety. A dedicated team then implements all the actionable points in a time bound manner. The Company also promotes safe working practices among the component suppliers as well. About 89% of Tier-1 suppliers have adopted ISO 45001-based Occupational Health and Safety Management system. In addition, the Company engages with its Tier-1 suppliers to ensure their preparedness on fire safety. The sustenance of the practices related to fire safety is also checked on a periodic basis.

With the CSR programme, the Company continues to make positive impact on the lives of the people in the areas of road safety, skill development and community development.

We are continuing our community development works in our project villages in Haryana and Gujarat. The multispecialty hospital in Sitapur, Gujarat has served over 60,000 patients so far with quality and affordable healthcare services. The hospital offers tertiary healthcare service as well. I am happy to share that recently, the Company has set-up a Cath lab facility in the hospital. The school in Sitapur is helping children in and around the neighbourhood to have access to quality education, benefitting over 470 children.

Through road safety initiatives, the Company has trained over 4.4 million people so far. Total 12 Automated Driving Test Tracks (ADTTs) set-up by the Company have facilitated 100 percent computerised driving license testing in Delhi. So far, over 5 lakh individuals have taken driving license test through the ADTTs.

In the area of skill development, the Company is working towards creating livelihood opportunities to youth in India by imparting relevant skill training through the Japan India Institute for Manufacturing (JIMs) set up by the Company as well as by adopting several Industrial Training Institutes across India.

The year also brought cheer to all of us as India became the 3rd largest automobile market in the world. This gave a further boost to our confidence in India's huge potential for automobile. The Company is optimistic not only about India's domestic automobile market, but also about its export potential. The Company is planning to triple its export to ~750,000 units by 2030. To cater both domestic and overseas markets, the Company will need huge capacity. With certain estimation of Indian market growth and expected export volume, it can be projected that by 2030, we might need a production capacity of over 4 million, which is close to double of our current capacity. That is quite a challenging task. We need to construct 2 manufacturing facilities parallelly, each having an annual production capacity of 1 million units. Construction work on the first site (Kharkhoda, Haryana) has been started and a first plant with annual production capacity of 250,000 units is expected to be operational in the year 2025 at this location. Three more such plants will be constructed in a phased manner to take the overall annual capacity to 1 million units at this location. For the second facility of 1 million annual capacity, a suitable site is being identified. Such a large-scale capacity expansion, simultaneously at 2 locations, has never been done so far. I am counting on my people, business partners and our parent company SMC, which in the past accomplished many tasks that appeared impossible at the beginning. We might have to keep thinking of the best possible ways to manage this scale of operations and make sure that we continue to stay ahead.

With expanding capacity, offering multiple carbon reduction technologies, bringing many new products, we are writing a new chapter in the history of the company; "Maruti Suzuki 3.0". My mission is to provide the Joy of mobility to as many people as possible while keeping the environment and society in harmony. We welcome you to be a part of this journey.

Thank You!



H. Takeuchi
Managing Director and CEO

Board of Directors



Mr. R. C. Bhargava
Chairman
S N C R



Mr. O. Suzuki
Director and Honorary Chairman



Mr. T. Suzuki
Director



Mr. K. Ayukawa
Director



Mr. D. S. Brar
Independent Director
A S N



Mr. R. P. Singh
Independent Director
A C



Ms. L. Goswami
Independent Director
A N



Mr. M. Sahu
Independent Director
A R N



Mr. H. Takeuchi
Managing Director & CEO
S C R



Mr. S. Torii^
Director



Mr. K. Saito
Director



Mr. K. Toyofuku
Director (Corporate Planning)
R

BOARD COMMITTEES

- A Audit
- S Stakeholders Relationship
- C Corporate Social Responsibility
- N Nomination and Remuneration
- R Risk Management

Additional Members (Risk Management)
Mr. Ajay Seth
Mr. Rajiv Gandhi

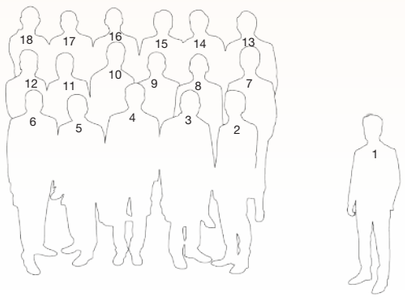
Executive Vice-President and Company Secretary
Mr. Sanjeev Grover

Auditor
Deloitte Haskins & Sells LLP

^ Till 31st July, 2023

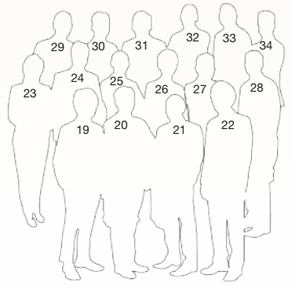
Executive Management Team





1. Mr. H. Takeuchi, Managing Director & Chief Executive Officer
2. Mr. M. Kunieda, Executive Officer (Supply Chain)
3. Mr. S. Kakkar, Sr. Executive Officer (Supply Chain)
4. Mr. D. Thukral, Executive Officer (Supply Chain)
5. Mr. K. Yamaguchi, Sr. Executive Officer (Production)
6. Mr. P. K. Roy, Sr. Executive Officer (Production)
7. Mr. K. Toyofuku, Director (Corporate Planning)
8. Mr. K. Kasahara, Executive Officer (Corporate Planning & New Projects)
9. Mr. R. Bharti, Executive Officer (Corporate Planning & Govt. Affairs) and Chief Investor Relations Officer
10. Mr. A. Seth, CFO (Finance & Internal Audit)
11. Mr. R. Singh, Executive Officer (Plant)
12. Mr. S. P. Nayak, Executive Officer (Production Engineering)
13. Dr. T. Sahoo, Executive Officer (Engineering-Vehicle)
14. Mr. C. V. Raman, Chief Technical Officer
15. Mr. T. Fujii, Executive Officer (Engineering)
16. Mr. T. Aggarwal, Executive Officer (Engineering-Powertrain)
17. Mr. P. Garg, Executive Officer (Finance)
18. Mr. M. Oishi, Executive Officer (Finance & Internal Audit)





19. Mr. Y. Hirose, Executive Officer (International Marketing)
20. Mr. N. Suzuki, Executive Officer (Marketing & Sales)
21. Mr. S. Srivastava, Sr. Executive Officer (Marketing & Sales)
22. Mr. R. S. Kalsi, MEB (Process and Audit-Marketing & Sales)
23. Ms. M. Chowdhary, Sr. Executive Officer (Legal & Realty Infrastructure Development) and General Counsel
24. Mr. P. Banerjee, Sr. Executive Officer (Service)
25. Mr. Y. Kawai, Executive Officer (Service)
26. Mr. K. Nasu, Executive Officer (Parts & Accessories, Logistics)
27. Mr. S. D. Chhabra, Executive Officer (Parts & Accessories, Logistics)
28. Mr. R. S. Akella, Executive Officer (Marketing)
29. Mr. R. Gandhi, MEB (Strategic Projects)
30. Mr. T. Sumino, Executive Officer (Quality Assurance)
31. Mr. V. Garg, Executive Officer (Quality Assurance)
32. Mr. P. Panda, Executive Advisor (Quality Assurance)
33. Mr. R. Uppal, MEB (Human Resource, Information Technology, Safety, Digital Enterprise)
34. Mr. S. Grover, Executive Vice-President and Company Secretary

MEB: Member Executive Board

Awards and Accolades

GRAND VITARA WINS MULTIPLE LAURELS



'Car of the Year'–Autocar Awards 2023



'Best of 2022'–AutoX Awards





India CSR Award 2022

Maruti Suzuki was conferred with two CSR Leadership awards at the prestigious 11th India CSR Award 2022.

'CSR Leadership Award for Employment Creation'

'CSR Leadership Award for Deploying Technology in CSR'



FICCI recognised Maruti Suzuki for its 'Outstanding Commitment in Road Safety by Corporates'.

CSR Impact Awards 2022

Maruti Suzuki was felicitated as the 'Company with Best CSR Impact' at the India CSR Summit, for its notable CSR efforts in road safety, skill development and community development.



The Economic Times Employee Excellence 2022

The Economic Times recognised Maruti Suzuki with the Employee Excellence Award for reinventing in constantly changing times by not only successfully building and sustaining High-Trust, High-Performance Cultures in the organisation but also establishing work environments that foster innovation.



Business World felicitates Maruti Suzuki as India's Most Sustainable Company in 2022-23

Value Creation Approach

PG 48
Value Creation Process

PG 50
Triple Bottom Line Performance

PG 64
Digitalisation and Innovation

PG 66
External Environment

PG 70
Stakeholder Engagement

PG 73
Material Topics

PG 78
Risk Management

PG 80
Way Forward

PG 82
Alignment with Sustainable Development Goals



Committed to innovation, sustainability, and customer centricity, Maruti Suzuki has constantly delivered exceptional quality, safety, and seamless user experiences.

Value Creation Process

The Company connects well with customers and understands their needs. The strength of the Company lies in its ability to offer relevant 'Products, Technologies and Services' that customer needs. This is where the unique capability of SMC in designing feature-rich, environment-friendly, safer products with world-class quality at an affordable price greatly supports the Company in offering the product that customers desire. The able and passionate workforce committed to making things happen, allows the Company to be agile in challenging situations and emerge stronger.

The Company strives to provide the best value proposition to customers not only during the purchase of a car, but also throughout the ownership cycle. This leads to the creation of customer delight, thus ensuring customers' long-term association with the Company.

The conscious and concerted efforts in expanding the distribution network, pursuing a multi-channel strategy, providing ease of maintenance through affordable and easily available spare parts, and proximity of service workshops, demonstrate the Company's endless pursuit to serve customers better with every passing day.

The blend of Japanese technology and Indian spirit makes the Company distinct and unique in the way it creates value. One of its fundamental elements of value creation is 'optimum resource utilisation'. Since inception, the Company has inculcated the 3R principle, Japanese practices, and SMC's basic philosophy of 'Fewer, Smaller, Lighter, Neater and Shorter' across all its operating practices. These not only make the operations efficient but also support resource optimisation and conservation, thus supporting the Company's contribution towards circular economy. Moreover, the environmentally friendly products of the Company greatly help in reducing its carbon footprint.

Inputs

Financial Capital
₹540,860 million capital employed at the start of year

Manufactured Capital
- **2 manufacturing facilities** in Haryana, and **1 manufacturing facility** in Gujarat, managed by Suzuki Motor Gujarat
- Key raw materials–Steel coils (232,576 MT), non-ferrous castings (39,933 MT) and paints (11,147 KL)

Intellectual Capital
- **₹ 7,650 million** R&D spend
- R&D facility at Rohtak, India supported by SMC, Japan
- **2,176** R&D engineers
- Product licenses from SMC

Social and Relationship Capital
- **458** Tier-I suppliers
- **3,640** sales outlets
- **4,564** service outlets
- Training and capacity building of value chain partners
- Over **100,000 sales** and service workforce of business partners skilled up
- **₹632 million** spent on Corporate Social Responsibility

Human Capital
- **16,875** regular employees
- **1,444** regular employees joined
- **486,137** training person-hours
- **₹46,051 million** employee benefit expenses

Natural Capital
- Increased use of **green power** (solar and non-solar) for manufacturing
- Zero-use of ground water
- **65%** of water requirement met through recycling

Business Model

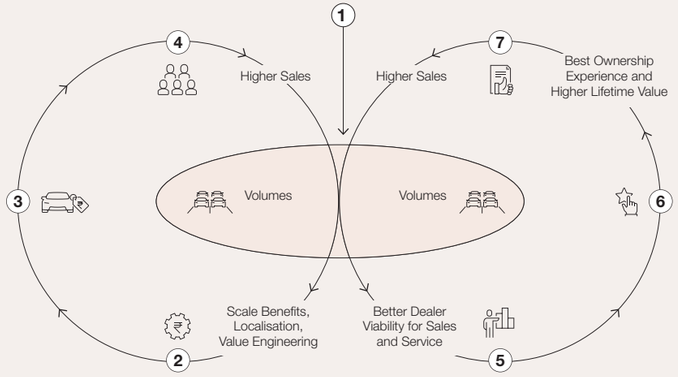
Vision
The leader in the Indian automobile industry

Creating customer delight and shareholder wealth

A pride of India

How we are working towards our Vision

(1) Offering relevant 'products and technologies' that India needs by leveraging the unique ability of Suzuki Motor Corporation to design feature-rich, environment-friendly, safer products with world-class quality at an affordable price



(2) Cost optimisation

(3) Increase the ability to offer aspirational products at an affordable price

(4) Attract more customers

(5) Sales and service network expansion and multi-channel strategy

(6) Enhanced reach and customer experience

(7) Customers for life

Enablers

Optimum Resource Utilisation	Attention to Detail	Operational Excellence	Japanese Practices for Efficient Operations

The Foundation

Core Values

Customer Obsession	Fast, Flexible and First-Mover	Innovation and Creativity	Openness and Learning	Networking and Partnership

Outputs and Outcomes

₹603,820 million capital employed at the end of year

1,966,164 vehicles sold

- **132** patents filed and **63** granted
- Reduced product development time
- Improved vehicle fuel economy, lower emissions, and enhanced safety
- Timely compliance of regulatory requirements for products

- Over **24 million** customers engaged through sales and service activities
- Reduction in customer complaints per **1,000 vehicles** serviced by 28% over FY 2019-20
- Social development programmes in **26** villages
- **376,319 persons** trained at Institutes of Driving Training and Research (IDTR)
- Over **12,000 students** benefitted through various skill development programmes

- Cordial industrial relations
- **784,703** suggestions from employees leading to **₹4,987 million** savings

- **100%** of metallic scrap generated (103,910 MT) sent for recycling
- GHG intensity of Scope 1 and 2 emissions (tCO_2e/vehicle) reduced by 3.1% over FY 2021-22
- About **3,770 million liters** of water recycled
- **14,442 MT** hazardous waste co-processed
- Cumulative **1.92 million tCO_2e emissions** avoided since 2005-06 by using green vehicles

Triple Bottom Line Performance

Economic Performance

The Company along with its stakeholders create a multiplier effect on the economy, thereby generating millions of direct and indirect employment opportunities. The Company distributes about 90% of the value it generates to various stakeholders across its value chain.

UN SDGs



Material Issue

Economic Performance

Suppliers, Capital Goods Manufacturers, In-bound Logistics and MSIL

Car manufacturing has significant interlinkages with industries involved in the primary, secondary, and tertiary economic activities, thus creating livelihood opportunities for millions and making the sector one of the biggest employment generators in the country. The Company buys ~ 95% of its components (by value) from suppliers with manufacturing plant in India, making MSIL a significant contributor to local employment and the 'Make in India' initiative of the Government of India.

Outbound Transporters

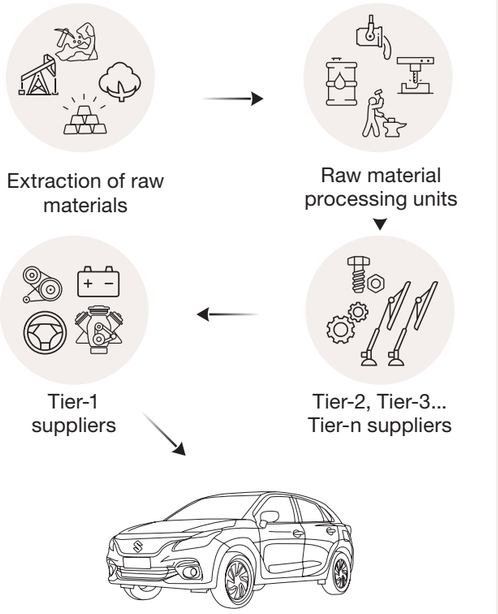
Transporters form an important link in the value chain by providing the outbound logistics. This generates employment for drivers, cleaners, motels, transporters, and their staff. Transportation of cars also generates demand for commercial vehicles.

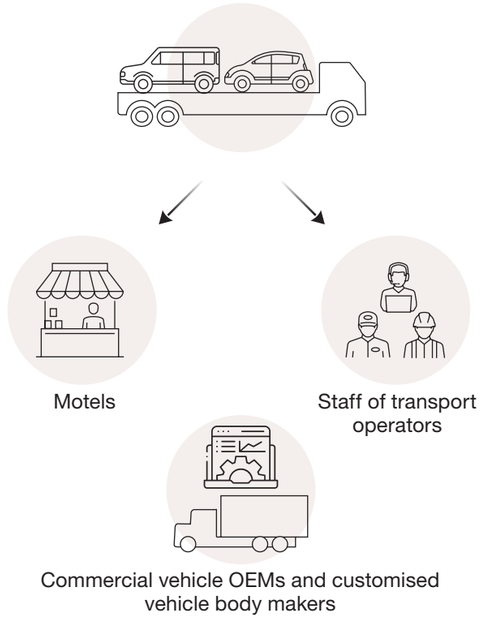
Marketing and Sales

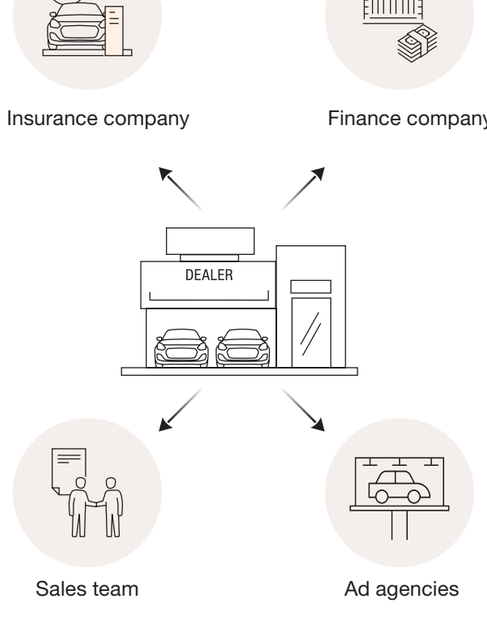
Car sales to customers are facilitated by a wide range of professionals such as sales workforce of the Company, dealer workforce, car insurance providers, financiers, advertisement agencies, and market researchers among others.

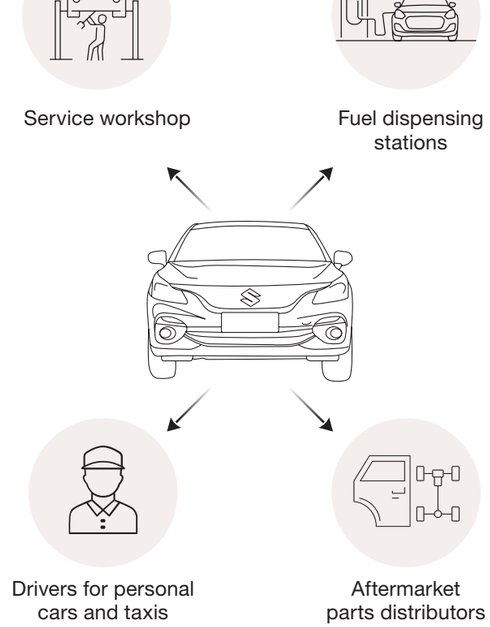
Aftermarket

Car parc generates employment in a unique way. Sizeable proportion of all cars on the road is chauffeur-driven. The taxi segment generates potential employment of at least one driver per car. Every car sold needs to be serviced or repaired, refuelled and so on, generating millions of employment opportunities across these segments.









Note: Illustrations are for representation only

Triple Bottom Line Performance

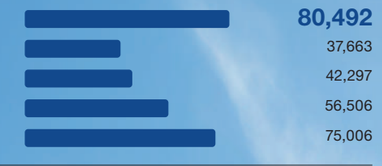
Economic Performance

KEY FINANCIAL FIGURES

NET SALES (₹ in mn)



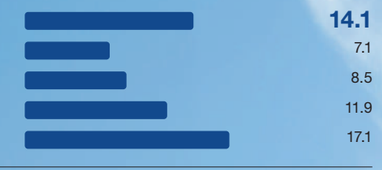
PAT (₹ in mn)



DIVIDEND PER SHARE (₹ per share)



ROE (%)



OPERATING EBIT MARGIN (%)



BOOK VALUE PER SHARE (₹ per share)



5-YEAR PERFORMANCE SUMMARY

(₹ in million)

Particulars	FY'19	FY'20	FY'21	FY'22	FY'23
Net Sales	830,265	716,904	665,621	837,981	1,125,008
EBIT	79,804	37,769	23,138	29,147	81,844
PBT	104,656	70,648	51,594	45,823	101,591
PAT	75,006	56,506	42,297	37,663	80,492
EPS (INR)	248	187	140	125	266
Dividend per Share (INR)	80	60	45	60	90
Net Worth	461,415	484,370	513,668	540,860	603,820
Current Liabilities	141,503	112,948	162,001	170,137	200,993
Total Liabilities	167,903	141,151	187,940	193,083	227,967
Non-current Assets	505,702	541,247	520,803	566,131	715,788
Current Assets	123,616	84,274	180,805	167,812	115,999
Total Assets	629,318	625,521	701,608	733,943	831,787
Operating Cash Flow	65,932	34,051	88,388	17,912	92,280



Triple Bottom Line Performance

Environment Performance

CLIMATE CHANGE MANAGEMENT

UN SDGs

Material Issue

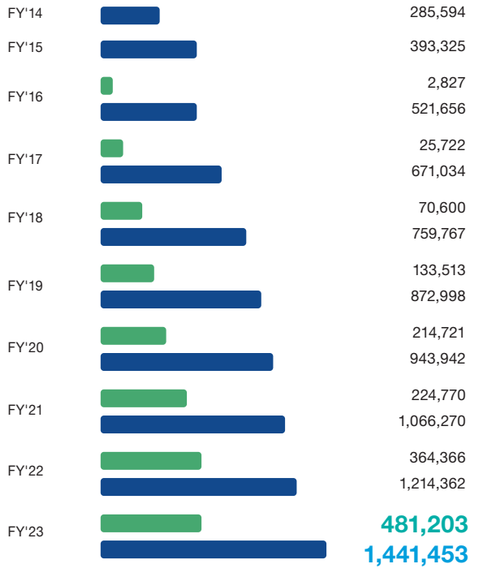
Products and Process Emissions Reduction

Contribution of sales from green vehicles (CNG + Smart Hybrids + Intelligent Electric Hybrid) in overall sales (%)



Reducing Carbon Emissions from Products: Cumulative CO_2 Emissions Avoided

The Company deployed CNG, Smart Hybrid and Intelligent Electric Hybrid (Strong Hybrid) technologies across its products to minimise carbon emissions.



1,922,656 MT

Cumulative CO_2 emissions avoided by using green vehicles

Efforts Towards Electrification of Powertrain

The Company introduced its 1st Strong Hybrid Vehicle in India in FY 2022-23

1st Battery Electric Vehicle to be launched in India by FY 2024-25

Parent company, Suzuki, will invest in Gujarat, India, for constructing a plant for manufacturing of BEV batteries.

The Toshiba Denso Suzuki Lithium-ion Battery Gujarat Private Limited (TDSG) is India's first lithium-ion battery manufacturing plant with cell level localisation. TDSG is a collaboration between Toshiba, Denso and Suzuki. TDSG, with cell level localisation will take India one step closer to its electrification journey. The Company sources lithium-ion battery packs used in Smart Hybrids vehicles from TDSG.



A view of TDSG Manufacturing facilities



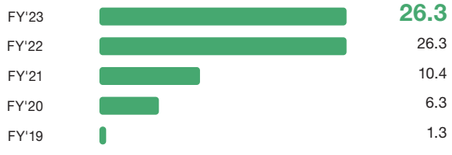
Grand Vitara

The Company's first Intelligent Electric Hybrid Vehicle introduced in September 2022

Reducing Carbon Emissions in Manufacturing Operations

The Company is increasing the use of solar power in manufacturing vehicles. Additionally, solar power panels used in parking areas shield cars from harsh weather conditions. Besides, the Company is increasing the share of green power sourced from the Haryana State Electricity Board for its consumption. These initiatives in solar power and green power will help the Company meaningfully shift its dependence towards renewable energy.

Installed solar power capacity (MWp)



Over 30% of the Company's power requirement will be met through renewable energy by FY 2024-25

26.3 MWp

Solar power capacity

Reducing Carbon Emission in Vehicle Dispatches

The increasing use of rail transport over road transport to dispatch vehicles to dealerships has helped avoid over 6,700 MT of CO_2 emissions in the past nine years as it saved over 204,522 truck trips and over 227 million litres of fuel.



Railway wagon carrying cars

Triple Bottom Line Performance

CONTRIBUTION TO CIRCULAR ECONOMY

UN SDGs

Material Issue

End-of-life Vehicle Management

Designing for Recyclability and Recoverability

The Company uses the IMDS tool to measure the 'RRR' performance in 16 models.

Average recyclability and recoverability of the materials from the products manufactured by the Company (%)

Recoverable	>95
Recyclable	>90

Creating the Ecosystem for Managing End-of-life Vehicles

Understanding that the country lacks in the vehicle dismantling and recycling infrastructure for end-of-life vehicles, the Company has collaborated with Toyota Tsusho Group and established a joint venture named Maruti Suzuki Toyotsu India Private Limited (MSTI) for vehicle dismantling and recycling facility in India.

Since the inception of MSTI facility, about 850,000kg of Steel and 85,000 kg of Aluminium were recovered from the cars that were scrapped.

OPTIMISING USE OF NATURAL RESOURCES

UN SDGs

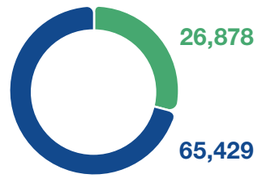
Material Issue

Effective and Efficient Use of Natural Resources

Through yield improvement projects, the Company as well as its supplier, reduced the consumption of steel by over 5,000 MT in FY 2022-23.

30% of sand requirement for making sand cores (used in the casting process) is met through recycling.

Steel scrap used as inputs (in MT)



- Scrap used as input by T-1 suppliers for making components
- Scrap used as input by other industries

100%

Of waste generated in steel is reused as inputs



A view of MSTI facility

Promoting 3R Practices in Packaging Materials

The Company takes measures to continuously optimise and reduce the use of packaging materials.

Reduction in packaging material used in new model compared to outgoing model (%)

New Alto	24.8
New Brezza	25.9

Reuse of Packaging Materials

45%

of the packaging materials used component (KD) exports is met through reuse in FY 2022-23

Recycle of Packaging Materials

1,140 MT

of packaging material sold to authorised recyclers in FY 2022-23

WATER STEWARDSHIP

UN SDGs

Material Issue

Water Use and Recycling

3,770 million litres

Water recycled and reused

1,880 million litres

Water saved through dry-wash technology for cleaning cars at the workshop

233

Recharge wells used to rejuvenate the groundwater table

ZERO

Use of ground water in manufacturing facilities



Dry-washing of cars

Triple Bottom Line Performance

Social Performance

COLLABORATION WITH BUSINESS PARTNERS

UN SDGs

Material Issue

- Occupational Health and Safety
- Quality Improvement
- People Development
- Industrial Labour Relations
- Business Continuity
- Economic Performance

Improving Overall Capability of Business Partners

The Company extends support to business partners to help improve their capabilities.

SUPPORT PROVIDED BY COMPANY IN FY 2022-23 (in person-hours)

Supplier partners	1,272,520
Dealer partners	911,250

Occupational Health and Safety

The Company collaborates with suppliers to improve their occupational health and safety practices. 89% of Tier-1 suppliers have implemented ISO 45001 based Occupational Health and Safety Management Systems. The Company encourages its Tier-1 suppliers to focus on mapping and mitigating the safety risks at their suppliers.

Grooming Suppliers to be Future Ready

The Company organised a digital exhibition in which the best practices was shared with the suppliers in the field of Environment, Social, Governance (ESG), fast-tracking local design and development capability, localisation of new technology components, following a partnership approach with workforce, de-risking among others. Tier-1 suppliers participated in the exhibition.

The Company's Top Leadership also participated in the exhibition to guide suppliers.



MSIL's top leadership participating in the Digital Exhibition held in May 2023

Creating a Talent Pool for Supplier and Dealer Partners Through Multi-Stakeholder Initiatives

Supplier Partners

The Company introduced a new academic course in Tool and Die Engineering in Government Polytechnic Educational Society (GPES), Manesar.

This initiative will improve the availability of skilled personnel in the country in tool and die maintenance. In the first batch, 60 students are being trained under this initiative.

In May 2022, the Company set up a Tool & Die Training Facility at Centre of Excellence Polytechnic, Manesar.

Dealer Partners

University tie-ups for an exclusive BBA degree programme in Retail Management.

The Industry Integrated Degree Programme, a first-of-its-kind initiative designed to impart industry specific skill sets. The skilling programme has been based on 'Earn while Learn' models.

As of 2022-23, 385 students were being trained under this initiative and the Company has tied up with 7 institutions in Gurgaon, Ahmedabad, Mumbai, Pune, Delhi, Bhubaneshwar.

The Company is working on putting necessary enablers to scale-up this initiative across the country.

Succession Planning

To help the next generation of dealer owners run their dealerships successfully, the Company designed a holistic training programme called the Next Generation Dealer CEO Orientation Programme.

The 18th edition of the programme was conducted in October 2022.



Inauguration of Tool & Die Training Facility at COE Polytechnic Manesar in May 2022

Triple Bottom Line Performance

CUSTOMER CENTRICITY

UN SDGs

Material Issue

- Product Safety and Quality
- Innovation and Digitalisation

Safety of Vehicles

The 5th-generation Heartect platform extensively uses ultra and advanced high tensile steel, ensuring effective absorption and dispersion of impact force.

Digitalisation

The Company has digitalised

24 out of 26

customer interaction points while buying a car



EMPLOYER OF CHOICE

UN SDGs

Material Issue

- Employment Practices
- Occupational Health and Safety

Comprehensive Benefits

The Company provides remuneration and benefits to employees that are higher than the industry benchmark.

Employee benefit expenses (₹ million)

FY'23	46,051
FY'22	40,222

Safe Place to Work

Strong involvement of workforce to continuously improve occupational safety.

90

Number of meetings conducted by the 3-tier safety committee in FY 2022-23



Number of suggestions provided by workforce to improve occupational safety

FY'23	171,866
FY'22	166,782

Number of near-miss incidents reported

FY'23	1,137
FY'22	1,004

For all the actionable near-miss incidents reported, countermeasures have been implemented.

Health and Well-being

8,400+

Employees and their families (spouses, children and dependent parents) availed the Company's non-occupational health scheme

16,000+

Free medical consultations availed by employees and their families

12,400+

Employees and their spouses availed the Company's periodic health check-up scheme

Social Security and Welfare Measures

833

Superannuated employees, including their spouses were benefitted from post-retirement medical benefit scheme. The Company is the first in the industry to offer such scheme to superannuated employees

357

Employees booked flats through the company's Housing Scheme in Dharuhera, Haryana

2,556

Employees benefitted by availing the Company's low-interest funding for buying houses

6,492

Employee children received rewards towards their achievement in academics and sports



Triple Bottom Line Performance

RESPONSIBLE CORPORATE CITIZEN

UN SDGs

Material Issue

- **Community Development**
- **Skill Development**
- **Road Safety**





School Infrastructure

The Company has set up a school in Sitapur, Gujarat, in partnership with Podar Education Network. The primary wing of the school was made operational in April 2021. Till July 2023, 470 students were studying in the school.



Maruti Suzuki Podar Learn School in Sitapur, Gujarat



Availability of Potable Water

The Company has installed water ATMs to provide safe and hygienic drinking water to people in local communities.

35,000+

Households in 25 villages benefitted from the water ATMs

Improving Waste Management in Local Communities

8,500+

Households in 9 villages benefitted from the waste management programme implemented

Health Infrastructure

A 50-bed, multi-speciality hospital has been set up in Sitapur, Gujarat, in partnership with Ramanbhai Foundation, the philanthropic arm of Zydus Hospitals, Ahmedabad has been operational since 2021. Over 60,000 people from nearby villages have availed healthcare services from this hospital since inception. In FY 2022-23, the Company has also set up a Cath lab facility.





Multi-speciality Hospital in Sitapur, Gujarat

Skill Development

The Company aligns with the Government of India's flagship, 'Skill India' mission to impart relevant skill training to create livelihood opportunities for the youth. Over 8,800 youth were trained in 22 ITIs adopted by the Company and 31 Automobile Skill Enhancement centres across India in FY 2022-23.

The Japan-India Institute of Manufacturing (JIM) is a flagship and state-of-art training infrastructure imparting the relevant training on the technical and behavioural skill sets, as required by the industry. Three JIMs have been set up by the Company (one in Haryana and two in Gujarat). Over 1,678 students were benefitted under this programme since inception.



Digitalisation and Innovation

MARUTI SUZUKI SMART FINANCE

To further digitise the car buying process, the Company launched the Maruti Suzuki Smart Finance service and became India's first OEM to offer an online, end-to-end, real-time car finance service facility.



Till FY 2022-23, Maruti Suzuki Smart Finance disbursed over ₹ 34,000 crore worth of loans to over 5 lakh customers.

Convenience

- Option of choosing financiers
- Seamless digital journey
- Ease of use

Personalisation

- Personalised Product and Services
- Better transparency on fees and charges

MS CHATBOX

- The MS Chatbox tool is bundled with video conferencing technology along with centralised content management systems to provide a live showroom experience to customers.
- This tool offers an enhanced customer experience and convenience by combining the digital and physical journey of buying a car on a single platform. Thus, providing customers an easy and engaging online experience with the relationship manager.
- Some of the modules included in the tool are video conferencing, product demo, feature images, online booking, and document sharing, among others.

670,000+

Potential customers interacted with through MS Chatbox

27,000+

Bookings generated



MARUTI SUZUKI INNOVATION PROGRAMME

The Maruti Suzuki innovation programme aims to create an ecosystem that will provide the foundation for technology-enabled solutions to contribute to the betterment of society and the mobility space while building on the pillars of innovation, collaboration, and co-creation.



Nurture

Launched in 2023, this program in partnership with IIM Calcutta Innovation Park, is to nurture and incubate idea-stage startups/solutions in East and Northeast India. 100+ startups from West Bengal, Assam and Meghalaya applied in state level idea hunts.

Incubation

Started in 2020 in partnership with IIM-Bangalore, the Incubation programme is targeted towards technology-based start-ups that are in the ideation to proof of concept stage. The second cohort saw more than 280 start-up applications from across the country. Of these, 9 start-ups made it to the incubation phase to co-create innovative solutions.

MAIL

Launched in 2019, in partnership with GHV Accelerator, MAIL is targeted to accelerate the growth of technology-based start-ups that are at the budding stage. More than 1400 such start-ups have been screened over 8 cohorts, and 51 start-ups have been engaged with. Paid Proof of Concepts (POCs) have been conducted with 27 start-ups and 14 of them have been on-boarded as business partners.

Intrapreneurship Challenge

Started in 2021, the Intrapreneurship Challenge is aimed at crowdsourcing ideas from the internal talent pool of MSIL. Over 600 employees participated in the competition. Selected teams went through various workshops and mentoring from T-Hub and IIM Calcutta for idea refinement and concept building.

START-UPS ON-BOARDED AS PARTNERS UNDER THE MAIL PROGRAMME

SenseGiz, URJA, get my PARKING, PrivaSapien, Keploy, enmovil, DaveAI, REZO.AI, DesignX, VIDRA, xane.ai Experience Redefined, α(ML)bot, PeerROBOTICS, bizAmica

External Environment

Economic Conditions | Climate Change | Regulatory Landscape | Competitive Landscape | Changing Customer Preferences

ECONOMIC CONDITIONS

Financial year 2022-23 began amidst an uncertain macroeconomic environment. The price pressure, which was building up since the pandemic, was aggravated by geopolitical conflict in Europe. Supply disruptions, as a fallout of the conflict, surged inflation across the world, including India. The Government of India and the Reserve Bank of India undertook extraordinary measures, because of which India's economy grew by 7.2% in FY 2022-23 over a high base of FY 2021-22.

In FY 2023-24, several renowned forecasting agencies and banks have forecasted India's domestic economic prospects to remain healthy. However, driven by the slowdown in global economy due to monetary policy tightening, India's economic growth in FY 2023-24 is likely to get moderated. As the passenger vehicle sales volume has a good correlation with the GDP, any moderation in economic growth is likely to have a bearing on the growth prospects of India's passenger vehicle industry as well. Besides, the threat of uneven monsoon rains and increase in lending rates because of recent monetary policy tightening are some of the risk factors that needs be closely monitored.

In FY 2022-23, supported by the pent-up demand, the Passenger Vehicle (PV) industry sales posted strong growth. However, with the pent-up demand gradually tapering off, It is estimated that India's PV market is likely to grow by 5-7% in FY 2023-24. The Company's export sales volume is expected to remain stable in FY 2023-24. The supply of electronic components continues to be dynamic and uncertain and by far remains one of the major risks in fully serving the potential demand in the short term. While the prices of commodities have softened from the peak witnessed in early 2022, the prices are still higher compared with the long-term average.

The Government in its recent Union Budget has put necessary enablers in place for delivering a sustainable economic growth over the medium-term. Recently, India's passenger vehicle market has become the third largest in the world. The growing economic prospects coupled with India's low car penetration of 3% augurs well for the Company. Besides, the Company is optimistic on the growth potential of its export market.

Our Efforts

Supported by the recent new model offerings, specially in SUV space, the Company is likely to grow faster than the industry in FY 2023-24. The Company will continue to focus on both urban and non-urban markets to maximise the demand potential. The Company is taking measures to improve the availability of electronic components (For more information on measures being taken, please refer to Risk Management section in page 78). The Company's Smart Finance platform will aid the customers in securing finances at attractive rates.

With regard to minimising the inflationary impact on the cost of inputs, the Company is working on several cost optimisation measures

The Company will work towards maximising the opportunities over the medium to long term, with the strong support from Suzuki Motor Corporation both in terms of technology and access to Suzuki's vast global distribution network (For more information on measures being taken, please refer to page 215). Besides, the Company would focus on increasing export volumes by leveraging SMC's partnership with the Toyota Motor Corporation.

CLIMATE CHANGE

Driven by the climate change, the Indian automobile industry is at the cusp of a major transition towards a low-carbon mobility. This transition poses significant risks but at the same time offers unique opportunities as well. The cost of transition to low-carbon mobility is significantly higher. Specially, for a developing country like India whose per capita income (in PPP terms) is nearly 1/10th of that of the United States, the transition to low-carbon mobility offers numerous challenges and affordability related issues in particular.

To overcome the challenges and at the same time for maximise the decarbonisation efforts of the India's passenger vehicles industry, multiple technologies covering each sub-segment of passenger vehicles such as entry, mid and large vehicles, will be required. Therefore, in addition to Electric Vehicles, multiple carbon reduction technologies such as Hybrids, CNG, Biofuels (Ethanol, Bio-gas) will not only maximise decarbonisation objective but also help enhance India's energy security.

Our Efforts

Maruti Suzuki has the lowest CO_2 emitting fleet among all car manufacturers in India. The Company could achieve this feat with the strong technological support from Suzuki Motor Corporation. The share of sales from green vehicles at 37% in FY 2022-23. These include Intelligent Electric Hybrids, Smart Hybrids and S-CNG powertrain technology. By deploying the green vehicles, the Company could avoid over 1.92 million metric tonnes of CO_2 emissions since FY 2005-06. Going ahead, with the support of Suzuki Motor Corporation, the Company is pursuing multiple powertrain technologies for maximising decarbonisation. Some of the measures for reducing the carbon emissions over the short to medium term, including carbon reduction in manufacturing process and vehicle dispatches, are given below:

- As disclosed in the Suzuki's growth strategy, for its operations in India, by FY 2030-31 it is estimated that in the powertrain mix EVs to contribute 15% of sales volume, Hybrids contribute 25% of sales volume, and CNG, Bio-fuels and Internal Combustion Engines to contribute 60% of sales volume.
- The Company will launch its first EV in the Indian market by FY 2024-25 and would launch a total of 6 EVs by FY 2030-31.
- Our parent company, Suzuki, will invest in Gujarat, India, for constructing a plant for manufacturing of BEV batteries.
- Besides, the Toshiba Denso Suzuki Lithium-ion Battery Gujarat Private Limited (TDSG) is India's first lithium-ion battery manufacturing plant with cell level localisation. The Company sources lithium-ion battery packs used in Smart Hybrids vehicles from TDSG facility.
- The Company's vehicles are already compatible with ethanol blending of up to 20% with gasoline. By FY 2025-26, the company will launch flex fuel vehicle, which is capable to run on an ethanol blend ranging from 20% to 85% with gasoline.
- Specially, the biofuels along with CNG offer a promising carbon reduction solution in the entry to medium segment vehicles.
- To reduce the carbon emissions in the manufacturing processes, over 30% of the Company's power requirement will be met through renewable energy by FY 2024-25
- The Company is setting-up a in-plant railway siding, first-of-its-kind in India to maximise dispatches of vehicles using railways.

External Environment

REGULATORY LANDSCAPE

The regulations in India on fuel economy, emissions and safety are not only becoming increasingly stringent but also being fast-tracked and will soon be at par with those of the developed world.

Considering the high price elasticity of demand, specially for the for mass-market or the entry-segment cars, the sudden and steep increase in prices of vehicles because of regulations has adversely impacted the demand for entry-segment cars. This is one of the risks for the Company.

Our Efforts

In order to meet these regulatory requirements, it is imperative to have access to requisite technology. Continued technological support from SMC will help the Company to comply with the regulatory requirements as per stipulated timelines.

The Company's state-of-the-art testing facilities in Rohtak will help reduce the product development time and achieve timely compliance.

Besides, the Company will work on multiple powertrain technologies to ensure the carbon reduction technology is affordable and relevant for the entry-segment vehicles. (Refer to 'Our Efforts' in the Climate Change section on page 67 for more details).

COMPETITIVE LANDSCAPE

With the expansion of the economy, India is becoming a large market, where auto industry players can compete to the best of their abilities. The competitive landscape is expected to change in the time to come, due to the growth potential of the Indian passenger vehicle market.

The Company firmly believes that a changing competitive landscape not only benefits customers but also forces the industry players to innovate.

Our Efforts

The Company is an important subsidiary of its parent, SMC. Therefore, SMC wants the Company to remain highly competitive and agile in manufacturing, technology, and market response. Going ahead, access to new-age technologies is crucial for maintaining the Company's competitive position and Suzuki Motor Corporation will enable the company with required technological access.

The Company's experience of selling cars for over four decades will greatly assist in making quick and informed decisions. The competitive advantage that the Company has created over this period will also aid in creating value in future.

CHANGING CUSTOMER PREFERENCES

The Company was established with a vision to put India on wheels. Right from its inception, the Company's emphasis was on developing products that cater to the needs of Indian customers.

The Company's ability to understand the stated and unstated needs of customers and its customer-centric approach towards decision-making led to the overwhelming acceptance of its products in the market.

The shift of consumer preference towards SUVs was accentuated further in FY 2022-23 with the SUV segments contributing to about 43% of PV sales. Besides, in today's highly connected and digital world, customer preferences are changing rapidly. The new-age customer, even when buying a low-price-segment car, expects superior styling and technology, comfort, convenience and connected features, which are usually offered in the high-end cars, as well as a premium buying experience. Besides, the number of customers preferring large or high-end cars is continuously increasing and this customer segment offers a sizeable demand as well.

With the high fuel prices preference towards CNG is increasing. The rapid increase in CNG network in the recent past and the Government's efforts to further increase the CNG network across the country will lead to an increase in demand for vehicles fueled with CNG.

The auto industry is undergoing transformative changes not only because of regulation, but also because of emerging technologies. The developed automobile markets are already witnessing changes such as autonomous mobility, hybrid and electric vehicle technologies. This is catching up rapidly in India as well. However, the time and cost of developing such technologies are so immense that it is difficult for the Company to invest in all of them simultaneously. Therefore, sourcing some of the technological solutions through collaboration is the most practical approach.

Our Efforts

With the strong technological support from Suzuki Motor Corporation, the Company has enhanced its offerings in product, powertrain, and advanced technologies. Since the start of FY 2022-23 till July 2023, the Company has delivered on multiple fronts. Among other things, it introduced 4 new SUVs, four product refreshers, one of the world's best Strong Hybrid Electric technologies, six-speed automatic transmission technology, and a host of new-age advanced technology features.

While the Company is the undisputed market leader in mass-market segment, with the above interventions on product and technologies, in Q1 FY 2023-24, the Company emerged as the market leader vehicle segment with prices ranging between ₹ 1-2 million as well.

The Company offers factory-fitted S-CNG technology in 15 models. This coupled with the increase in the CNG network across the country will help improve sales.

The Company launched first-of-its kind premium offering, 'Invicto' in the Indian market in Utility Vehicle segment. Going ahead, the Company would immensely benefit by getting access to new-age technologies (Refer to Management Discussion and Analysis section: Electrification of Powertrain on page 224).

In order to meet customers' requirements in this digital era, the Company increased its efforts of social listening by investing in digital marketing. The Company introduced online smart financing scheme. The Company has become India's first OEM to offer an online, end-to-end, car finance service facility. The Company is extensively using its flagship 'Service on Wheels' programme to provide such services at the customer's doorstep.

Stakeholder Engagement

Our collaborative approach is a key contributor to our prominence in the Indian automobile industry. We regularly engage with internal and external stakeholder groups, which are identified based on the nature of their association with the Company and their influence on its value creation process.

Apart from this, the Company engages with its stakeholders to identify material issues that are both operational (short-term) as well as strategic (long-term) in nature. The purpose of such engagement is to identify material issues that could impact the economic, social and environmental performance of the Company.

By continually engaging with the stakeholders on issues of mutual interest, the Company ensures protection and creation of value across all capitals. The feedback received through various engagement channels help the Company gauge stakeholders' views and concerns, and subsequently devise suitable action plans.

Stakeholder Identification

Dependence

Stakeholders who are dependent on the Company's activities, products or services and on whom the Company is dependent for its operations

Responsibility

Stakeholders towards whom the Company has legal, commercial and moral responsibilities

Influence

Stakeholders who can impact the Company's decision-making ability

STAKEHOLDER ENGAGEMENT CHANNELS

Stakeholder Group	Identified as Vulnerable and Marginalised Group	Engagement Activity	Engagement Frequency
Employees	No	Managing Director's communication meeting with mid-level managers and above on business performance, developments in external environment and business priorities	Quarterly
		Divisional communication meetings on business performance and developments	Monthly
		Managing Director's meeting with union representatives	Monthly
		Plant and functional heads' interactions with workers	Monthly
		'Coffee with HR' to engage employees on HR policies and initiatives	Bimonthly
		Employee engagement survey	Annual
		Suggestion schemes, quality circles and safety circles	Ongoing
		'Family Connect' activities (family meets, factory visits, sports events, children and parental counselling)	Ongoing
		Safety Month – A month-long engagement activity, including the families of employees, to sensitise, educate and share best practices related to occupational safety	Annual
		Environment Month – A month-long engagement activity to sensitise, educate and reinforce 'Reduce, Reuse, Recycle' (3R) practices	Annual
		National Road Safety month – A month-long engagement activity to sensitise, educate and reinforce responsible driving behaviour and defensive driving	Annual
		Compliance month – A month-long engagement activity to sensitise, educate and reinforce the belief that 'Compliance is an integral part of working at Maruti Suzuki'	Annual
		Stay and exit interviews	Ongoing
Customers	No	Gauging customers' perception on products and brands through customer clinics and research	Ongoing
		Social media listening and engagement	Ongoing
		Initial quality survey to understand the customers' perception on product quality	Ongoing
		Customer meets and surveys to gauge customers' satisfaction levels	Ongoing
		Mega service camps to understand and resolve customers' concerns	Ongoing
		Customer care cell for 24 x 7 customer support	Ongoing
Shareholders	No	Annual General Meeting	Annual
		Press releases and emails	Ongoing
		Investor interactions	Ongoing
Suppliers	No	Maruti Suzuki Suppliers' Welfare Association (MSSWA), a forum for suppliers' interaction with the Company's top management	Ongoing
		Quality month to enhance quality consciousness among suppliers	Annual
		Quality communication meet	Ongoing
		Value Analysis & Value Engineering (VA-VE) programme to achieve cost competitiveness by collaborating with suppliers	Ongoing
		Vendor conference – Strategy meet at the start of the year with Company's top management	Annual
		Comprehensive Excellence Programme to upgrade suppliers' capability	Ongoing
		Vendor HR Meet to sensitise suppliers' CEOs on HR topics	Ongoing
		Compliance month – A month-long engagement activity to sensitise, educate and reinforce the belief that 'Compliance is an integral part of doing business with Maruti Suzuki'	Annual
Dealers	No	Dealer conference – Strategy meet at the start of the year with Company's top management	Annual
		Lakshya – Dealer forum to understand the operational issues	Annual
		'Udaan' – Engagement platform at a Zonal level	Annual
		Guidance on business and financial matters	Ongoing
		'Junoon' – Engagement with 2nd - generation dealer partners	Annual
		Compliance month – A month-long engagement activity to sensitise, educate and reinforce the belief that 'Compliance is an integral part of doing business with Maruti Suzuki'	Annual
Local Community	No	Consultation with local residents around manufacturing locations on community development needs	Ongoing
Government and Regulatory Authorities	No	Participation in committees set up by Society of Indian Automobile Manufacturers, the government and the trade associations on policy and regulations	Ongoing

Stakeholder Engagement

IMPORTANT STAKEHOLDER QUERIES, NEEDS AND EXPECTATION IDENTIFIED DURING THE ENGAGEMENT

Stakeholder	Important Stakeholder queries, needs and expectation identified	Company's response to stakeholders needs and expectation
Employees	Health and well being	Page no 61
	Capability development	Page no 121
	Career Development and progression	Page no 221
	Maintaining cordial Industrial relations	Page no 221
	Digitalisation of business processes/Virtual trainings	Page no 64
	Social security measures	Page no 61
	Housing scheme and welfare measures	Page no 221
Customers	Superior products and technology at attractive prices	Page no 49
	More digitalisation for convenient and hassle-free sales and service processes	Page no 64
	Increase product offerings in SUV segment	Page no 223
	Easy vehicle financing options	Page no 64
	Expansion of product offerings in CNG powertrain	Page no 222
Shareholders and Investors	Measures to address supply shortages of electronic components	Page no 226
	Choice of future powertrain strategy of the Company?	Page no 223
	Strengthening the Company's product offering in SUV segment	Page no 69
	Plan to use excess cash on the books of the Company	Page no 34
Suppliers	Maintaining Business Continuity	Page no 78
	Grooming the suppliers to be future ready – ESG practices, fast tracking local design and development, Location of new-technology components, Risk Management, etc.	Page no 58
	Improving the capability of supply chain Safety practices, Quality management, managing Industrial labour relations, etc.	Page no 110
	Skill development for employees of supplier partners	Page no 111
Dealers	Strengthening product line up in UVs	Page no 69
	Digitalisation of sales and service business processes	Page no 64
	Skill development of dealer sales executive.	Page no 59
	Grooming of 2nd-generation dealer partners.	Page no 59
Local Community	Improve the health and sanitation facilities	Page no 128
	Potable water facility	Page no 62
	Improve school infrastructure.	Page no 130
Government and Regulatory Authorities	Reduce the CO_2 emissions of the fleet - CAFE	Page no 24, 223
	Improve safety of the vehicles	Page no 98
	Improve cyber security	Page no 79
	Improve road safety to prevent any fatalities in road accidents	Page no 134
	Make in India – Increasing the local value add and generate more local jobs	Page no 50
	Skill India – Skill development to create better livelihood and employment opportunities.	Page no 131
	Start-up India – Encourage entrepreneurship in India	Page no 65
	Water conservation	Page no 57

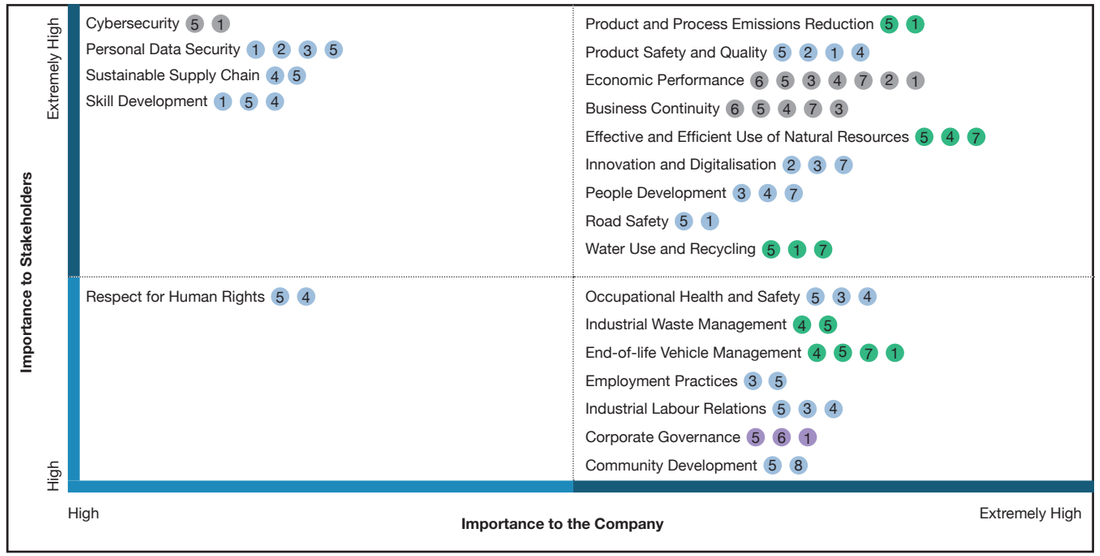
Material Topics

The Company has, through stakeholder engagement activities and from the changes in the external operating environment, identified the topics that are material to its business and stakeholders. During the reporting period, the list of material topics presented in the Annual Integrated Report 2021-22 was revalidated through internal stakeholder consultations, which took into account the views and opinions expressed by both internal and external stakeholders.

The identified material issues were analysed and prioritised based on its importance for the organisation and its stakeholders. The material issues that are significant to the Company and its stakeholders were identified and suitably incorporated in the Company's plan. The material topics presented here contain certain focus areas as well. These focus areas are those topics that do not have any adverse impacts so far, but as a responsible corporate, the Company places utmost importance and allocates resources to contribute positively for all its stakeholders. The materiality map is given below.

Stakeholder Groups

1 Government and regulatory authorities
2 Customers
3 Employees
4 Suppliers
5 Organisation
6 Shareholders
7 Dealers
8 Local community



Economic Environment Social Governance

As per the IIRC framework, on the basis of which this report has been prepared, the resources and relationships used and affected by an organisation are collectively referred to as capitals. They are categorised as financial, manufactured, intellectual, human, social and relationship, and natural capitals. During the preparation of this report, each material topic is mapped against the capitals in order to showcase a cause-and-effect relationship.

The United Nations' SDGs are a part of an ambitious global plan to end poverty, protect the planet, promote prosperity and ensure peace for all. The Company is committed to align its business activities to the SDGs and contribute to its fulfilment. As a first step, the Company mapped the material topics to the SDGs to understand the goals it can best contribute to. During this exercise, careful consideration has been given to align the Company's business activities with the applicable goals.

Material Topics

Financial Capital · Manufactured Capital · Intellectual Capital · Human Capital · Social and Relationship Capital · Natural Capital

Material Topics	Relevance to the Company	Boundary	Associated Capitals	Alignment with SDGs	Location in this Report
Product and Process Emissions Reduction	• Optimising energy use across the value chain and reducing emissions from the products • Complying with rapidly evolving regulatory landscape	MSIL, Suppliers, Dealers		7, 12, 13	Reducing carbon footprint of fleet, Page 223 Low Carbon Products, Page 94 Energy and Emissions Management, Page 122 Environment Performance, Page 54
Product Safety and Quality	• Ensuring strong focus on designing and manufacturing safe vehicles • Complying with evolving regulations on vehicle safety • Institutionalising a 'zero defect' philosophy across the value chain, in the face of increasing scale and complexity of business, to build reliable and safer vehicles	MSIL, Suppliers, Dealers		9, 11	Vehicle Safety, Page 98 Product Quality, Page 102 Sustainable Supply Chain, Page 108 Social Performance, Page 58
Economic Performance	• Creating economic value in the short, medium and long term for all stakeholders	MSIL, Suppliers, Dealers		8	Management Discussion and Analysis, Page 210 Economic Performance, Page 50
Business Continuity	• Mitigating risk of disruption in the value chain	MSIL, Suppliers, Dealers			Sustainable Supply Chain, Page 108 Risk Management, Page 78 Management Discussion & Analysis, Page 210
Effective and Efficient Use of Natural Resources	• Improving 3R practices in manufacturing activities as well as packaging across the value chain • Optimising the consumption of raw materials • Eliminating the use of non-biodegradable products in packaging	MSIL, Suppliers		12	Environment Performance, Page 54 Conservation of Natural Resources and Environment Protection, Page 217
Innovation and Digitalisation	• Co-creating technological and process innovations with start-ups • Increasing the use of digital technologies and digitalisation of processes in line with evolving customer needs	MSIL, Dealers		9, 8	Value Creation Process, Page 46, 47 Digitalisation and Innovation, Page 64, 65 Management Discussion & Analysis, Page 211, 214, 216
People Development	• Augmenting the competence and skills of employees • Developing an industry-ready workforce and minimising the skill gap	MSIL, Suppliers, Dealers		5, 4, 8	People Practices, Page 112 Social Performance, Page 58 Capability Development, Page 124 or 221
Road Safety	• Contributing to the social issue relevant to the automobile sector	MSIL		3, 11	Road Safety, page 135 Safety Campaigns, Page 114
Water Use and Recycling	• Embracing water stewardship across the value chain to prevent its degradation and to meet resource requirements in the face of increasing water stress	MSIL		6	Environment Performance, page 54 Water and Wastewater Management, Page 124
Occupational Health and Safety	• Promoting safety culture, employee well-being and workplace ergonomics • Institutionalising a 'zero accident' philosophy	MSIL, Suppliers, Dealers		8	Occupational Health and Safety Management System, Page 112 Social Performance, Page 58

Material Topics

Financial Capital | Intellectual Capital | Social and Relationship Capital
Manufactured Capital | Human Capital | Natural Capital

Material Topics	Relevance to the Company	Boundary	Associated Capitals	Alignment with SDGs	Location in this Report
Industrial Waste Management	• Ensuring responsible management and disposal of hazardous wastes • Ensuring optimum resource recovery from wastes by improving 3R practices and promoting industry symbiosis	MSIL		12	Waste Management, Page 125
End-of-life Vehicle Management	• Continuing best practices on end-of-life vehicle management to contribute towards circular economy	MSIL, Suppliers		12	End-of-life Vehicle Management, Page 100
Employment Practices	• Striving to become employer of choice	MSIL		3, 5, 8, 10	People Practices, Page 112 Social Performance, Page 60, 61
Industrial Labour Relations	• Striving to achieve a happy, harmonious and safe work culture to ensure operational continuity	MSIL, Suppliers		3, 8, 11	Industrial Relations, Page 118
Corporate Governance	• Promoting shareholder trust • Ensuring highest standards of business ethics transparency and accountability	MSIL		8, 16	Governance Mechanism, Page 88
Community Development	• Maintaining social license to operate • Contributing to national developmental priorities	MSIL		3, 4, 6	Community Development, Page 128
Cybersecurity	• Ensuring security of the Company's confidential information for business continuity	MSIL			Risk Management, Page 78
Personal Data Privacy	• Protecting personal information of employees, customers and other stakeholders	MSIL			Risk Management, Page 78
Sustainable Supply Chain	• Mitigating operational and reputational risks from suppliers' non-compliance • Minimising the environmental and social footprint of products	MSIL, Suppliers		8, 12	Sustainable Supply Chain, Page 108
Skill Development	• Making youth employable by imparting skill sets required within the industry • Partnering with the Government in its 'Skill India' mission	MSIL		4	Skill Development Projects, Page 131
Respect for Human Rights	• Continuing socially responsible business practices • Mitigating risk of business disruptions	MSIL, Suppliers, Dealers		8	Contribution to Sustainable Development Goals, Page 84

Risk Management

The Company understands that effective risk management is critical in meeting its strategic objectives and achieving sustainable growth. It has a structured risk management process, which is overseen by the Risk Management Committee. This Committee monitors and reviews the risk management plan of the Company as per relevant provisions of the Companies Act, 2013 and Listing Regulations. The accountability for the mitigation of each risk is assigned to the identified risk owners.

The Company applied the net risk principle to determine its risks. The mitigation measures to counter these risks are monitored by the top management. The following risks have negative financial implication if the risk manifests.

Risk of Supply Disruption due to Natural and Man-made Disasters (global semiconductor shortage, fire, etc)

- Maintaining close communication with suppliers
- Optimising the use of semiconductors in electronic components
- Use of alternate semiconductors in electronic components
- Alternate suppliers
- Enhanced focus on localisation
- Temporary increase in the inventory of components.
- Use of advance technologies for prevention and quick suppression of fire

Related Material Topic

- Sustainable Supply Chain
- Occupational Health and Safety
- Business Continuity
- Industrial Labour Relations

Risk Related to Existing and Upcoming Regulations Resulting in any Liability or Loss of Customer Confidence and Reputation (other than product regulations)

- The Company is compliant with all the applicable statutory compliances. However, given the multi-dimensional and dynamic regulatory landscape coupled with increase in scale of business, it is important for the Company to continuously strengthen its systems, processes in place for remaining compliant.
- Therefore, for effective compliance management, the existing IT enabled controls are strengthened by incorporating early warning systems and real-time tracking mechanisms to duly capture the new compliance requirements for ensuring timely compliance.

Related Material Topic

- Corporate governance

Safeguarding Consumer and Personal Data

- Policies, Governance structure and Technological solutions are strengthened to safeguard the consumer and personal data

Related Material Topic

- Personal Data Security

Guarding confidential information and IT systems

- Establishment of Security Operations Centre (SOC) to detect IT security incidents
- Implementation of sandboxing technology to ensure proactive malware detection and containment
- Periodic vulnerability assessment and penetration testing
- Use of Data Leak Prevention and Information Rights Management
- Regular user awareness programmes to sensitise users on phishing attacks

Related Material Topic

- Cyber security

Strengthening the capacity and capability for Future Product Development

- Skilling the employees on new and advanced technologies
- Measures to motivate and retain talent

Related Material Topic

- People Development
- Employment Practices

Way Forward

The following are the few measures taken by the Company for leveraging the opportunities and to strengthen its position in the market for sustainable value creation.

Business Development

Key Measures	Material Topics
• Extending product portfolio by bringing in aspirational, environment-friendly, and safer products with support from Suzuki Motor Corporation • Increasing SUV product line-up • Introducing Battery Electric Vehicle in the Indian market by FY 2024-25 and 6 EVs by FY 2030-31 • Introducing Ethanol Flex Fuel Vehicle by FY 2025-26 and explore use of Compressed Bio-Gas (CBG) in vehicles • Introducing products with strong hybrid powertrain technology • Expanding CNG product line-up • Enhancing the focus on digital marketing and targeted marketing techniques • Expansion of warehouses and part distribution centres for quick availability of aftermarket parts • Network expansion—Reaching closer to the customer and tapping new market opportunities • Scaling up the pre-owned car business • Contributing to the Government of India's flagship 'Make in India' initiative, increasing exports • Partnering with start-ups to co-create technological solutions to improve customer convenience	• Economic performance • Product and process • Emissions reduction • Product safety and quality • Innovation and digitalisation Financial benefit ●

Technology

Key Measures	Material Topics
• Powertrain strategy: pursuing multiple carbon reduction technologies for maximizing carbon reduction of the fleet and enhancing the energy security of the country. With the strong technology support from Suzuki Motor Corporation, the Company plans to achieve the following powertrain mix by FY 2030-31. • Share of annual sales from, Electric Vehicles – 15%, Hybrid Vehicles -25%, CNG, bio-fuels and conventional engines – 60% • Managing regulatory compliances with support from SMC • Introducing new-age technologies with the support from SMC • Pursuing Industry 4.0 to continuously improve the quality of products • Use of data analytics for effective and efficient decision-making	• Product and process • Emissions reduction • Product safety and quality • Innovation and digitalisation Financial benefit ●

Cost Competitiveness

Key Measures	Material Topics
• Continued focus on cost optimisation programmes such as localisation, value analysis and value engineering, among others • Continue to focus on flagship employee suggestion scheme 'Sujhav Sangrehika' to optimise cost and improve resource efficiency • Partnering with start-ups to co-create technological solutions that improve productivity and increase operational efficiency of business processes	• Economic performance • Sustainable supply chain • Innovation and digitalisation Financial benefit ●

Capability Building

Key Measures	Material Topics
• Capability enhancement for designing, developing, and testing of new models • People development—capability building and career progression • Capability building of supplier and dealer workforce • Increasing the use of digital training platforms across the value chain • Creating a talent pool to meet increasing scale of business • Developing an industry-ready workforce and minimising the skill gap	• Economic performance • Product and process emissions reduction • Product safety and quality • Innovation and digitalisation Financial benefit ●

Sustainable Practices (ESG measures)

Key Measures	Material Topics
• Adopting measures for energy conservation and emissions reduction • Continuously increase the use of renewable energy for manufacturing cars to further boost the capacity of captive solar power generation to 48.15 MWp by FY 2024-25 to reduce the scope-1 and scope-2 CO_2 emissions • Design for recyclability – Ensure the materials used in the products are atleast 90% recyclable • Monitoring and controlling the usage of Substances of Concern (SoC) through the IMDS • Establishing additional vehicle recycling plant by Maruti Suzuki Toyotsu India Private Limited (MSTI) by 2025 • Promoting the 3R principle and waste management techniques across the value chain for effective and efficient use of natural resources • Increasing the use of eco-friendly modes of vehicle dispatch: railway logistics • Increasing water recycling and water conservation measures across the value chain • Green supply chain • Measures to continuously improve occupational and non-occupational health and safety • Social security measures and welfare schemes for employees • Maintaining cordial industrial labour relations • Road safety initiatives • Pursuing community development measures in the areas of water, health and hygiene, education, etc. • Contributing to the Government of India's 'Skill India' mission to impart relevant skills training to enable youth to seek gainful employment • Strengthening internal control measures in the light of increasing complexity due to rising scale of business • Strong focus on business conduct and ethics	• Product and process emissions reduction • Effective and efficient use of natural resources • End-of-life vehicle management • Industrial waste management • Water use and recycling • Employment practices • Occupational health and safety • Road safety • Corporate governance • Community development • Industrial labour relations • Respecting human rights Financial benefit ●

Risk Management

Key Measures	Material Topics
• Business continuity—Exclusive focus on managing supply disruption due to global semiconductor shortages • Comprehensive Excellence programme for suppliers in areas of safety, quality, HR, financial health, compliance, etc. • Talent acquisition and retention measures • Managing risks related to cyber security and data security	• Business continuity • Cyber security • Personal data security

● Positive

Alignment with Sustainable Development Goals

GOAL 3
Ensure healthy lives and promote well-being for all at all ages

Initiatives to Improve Road Safety

Road Safety Education

- **Imparting quality driving training and education**
- Over 376,000 people were trained and evaluated across 8 Institutes of Driving and Traffic Research and 23 Road Safety Knowledge Centres in association with 6 State Governments. Over 4.4 million people have been trained in the last 22 years.

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- Over 64,000 individuals reached through safety awareness activities during United Nations Global Road Safety week
- The Company along with the Society of Indian Automobile Manufacturers (industry body) observed UN Global Road Safety week in which people were engaged with various awareness activities on road safety. Employees of the Company, other corporates, school children and college students were reached out through 6 roadshows.

Automated Driving Test Track (ADTT)

In partnership with the Transport Departments of Delhi, Uttarakhand and Bihar, the Company has set up 17 automated ADTTs until now, of which 14 are located in Delhi, 2 in Bihar and 1 in Uttarakhand.

It uses computer vision systems and AI-based technology to issue driving licences in a transparent and efficient manner. Over 596,700 candidates have taken their tests in these centres so far.

The Company in collaboration with Microsoft Research India has developed a smartphone-based technology for evaluating applicants seeking driving licences. The technology—HAMS (Harnessing Auto Mobile for Safety) — has been deployed at 2 ADTTs, Dehradun and Aurangabad, in association with the Transport Departments of respective Governments.

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Initiatives for Health and Well-being

For the Community

The Company in partnership with the philanthropic arm of Zydus Group of hospitals, Ahmedabad has set up a 50-bed multi-speciality hospital in Sitapur, Gujarat as a part of its CSR programme. Over 60,000 people from 25 nearby villages availed healthcare services from this hospital so far. To further improve the specialty services in the cardiology area, a Cath lab facility has been set up.

For Employees

- The Company takes care of its employees' health even after their superannuation through a flagship post-retirement medical benefit scheme. We are the first in the industry to provide such a healthcare scheme. This social security measure also covers the spouse of the employee. Over 830 employees including their spouses have benefitted from this scheme.
- The medi-care benefit scheme provided to employees during their employment covers, spouses, dependent children, and parents. 8,400+ employees and their families benefitted from the medi-care scheme in 2022-23. The Company also supported employees and their families for COVID booster dose.
- Over 12,500 employees and their spouses benefitted under periodic health checkup scheme.

GOAL 4
Ensure inclusive, equitable and quality education and promote lifelong learning opportunities for all

Supporting Improvements in Primary Education as a Part of CSR

The Company has set up a school in Sitapur, Gujarat, in partnership with Podar Education Network. Its primary wing has been made operational from April 2021. 330 children from nearby local communities are studying in the school.

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Providing Vocational Training to the Youth Through Skill Development Initiatives as a Part of CSR

- The Company supports 53 Industrial Training Institutes (ITIs) across the country to impart vocational training.
- The Company adopted 22 ITIs across various states and over 7,300 students were trained in 2022-23.
- The Company established Automotive Skill Enhancement Centres in 31 ITIs and over 1,400 students were trained in 2022-23.
- The Company also started three Japan-India Institutes for Manufacturing (JIM)—two in Gujarat and the other in Haryana. This is the result of a collaboration between the Governments of Japan and India to create a pool of skilled workforce for the Indian manufacturing industry.

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The Company supported 3,000 apprentices by providing a monthly stipend and improving their employability by working on shop floors.

Making Potable Water Available in Local Communities

The Company has set up 27 water ATMs across 25 villages at an affordable price, as part of CSR. Over 35,000 households within the local communities are benefitting through this initiative.

Page 124

Improving Hygiene and Sanitation in Local Communities

Managing door-to-door household waste collection in 9 villages, benefitting more than 8,500 households.

Page 129

GOAL 5
Achieve gender equality and empower all women and girls

The Company promotes gender diversity and provides equal opportunity to all. Various welfare measures are taken to support and encourage our female employees.

Page 116

GOAL 6
Ensure availability and sustainable management of water and sanitation for all

Water Stewardship Initiatives

- The Company's manufacturing facilities employ zero liquid discharge techniques to maximise water recycling and reduce the uptake of freshwater in manufacturing processes.
- Reducing dependence on groundwater and adopting measures to harvest rainwater:
  - Recharging the water table with 233 recharge wells across manufacturing facilities in Haryana and Gujarat.
  - Use of dry-wash technology to clean cars at the workshops saved 1,800 million litres of water in FY 2022-23.
  - The Company promotes usage of Effluent Treatment Plants among direct and indirect suppliers to increase water reuse.

GOAL 7
Ensure access to affordable, reliable, sustainable and modern energy for all

- The Company is increasing the use of solar energy in manufacturing of vehicles. The installed capacity of solar power will increase to 48.15 MWp by 2024-25 from the existing capacity of 26.3 MWp.

Page 55

- Promoting the use of solar power in the supply chain
  - Several Tier-1 suppliers of the Company use solar power. The combined installed capacity of solar power generation available with Tier-1 suppliers increased to over 100 MWp in FY 2022-23, from ~72 MWp in FY 2021-22.

GOAL 8
Promote constant, inclusive and sustainable economic growth, full and productive employment and decent work for all

Promoting Inclusive, Equitable, Fair Employment Practices, Providing a Safe Work Environment and Creating Employment Opportunities

- Implementing fair employment practices as part of Code of Business Conduct and Ethics policy.
- Ensuring fair and equitable remuneration practices with best employee compensation scheme and welfare measures in the industry.

Alignment with Sustainable Development Goals

- Respect for the right to form unions, the right to freedom of association and collective bargaining upheld through cordial industrial relations and a regular two-way dialogue between unions and the management.
- Robust Occupational Health and Safety Management Systems implemented in conjunction with a multi-tiered safety governance system.
- The Company promotes robust Occupational Health and Safety Management Systems among Tier-1 suppliers. As on 31st March 2023, 89% of Tier-1 suppliers have implemented ISO 45001 (Occupational Health and Safety Management Systems) at their manufacturing facilities.
- The Company not only takes measures to respect human rights at the workplace, but also promotes fair employment practices among suppliers. According to the Company's Basic Purchase Agreement with suppliers, it is mandatory for suppliers to abide by the below rules and regulations:
  - No child labour should be engaged by the Supplier for carrying out its operations.
  - Supplier shall form and implement a suitable policy to prevent the instances of sexual harassment at workplace.
  - Supplier shall ensure a safe and secure work environment in all its workshops, showrooms and office premises to prevent any loss to employees.

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Creating Livelihood Opportunities for the Youth in the Country through Skill Development

The Company aligns with the Government of India's 'Skill India' mission for skill development in the country.

- The Company, in association with National Council of Vocational Training under the Ministry of Skill Development and Entrepreneurship, offers a scheme named 'Learn and Earn', specially designed to provide on-the-job training and stipends to students during their 24-month training period. In order to increase the uptake for this programme, the student trainees are deployed to the manufacturing plants of supplier partners. On successful completion of the 24-month training period, a vocational training certificate is provided by the Government, which can be used by the student trainees to secure gainful employment. In 2022-23, ~3,000 student trainees benefitted, and since inception of this scheme, ~16,000 students have benefitted.

GOAL 9
Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

Passenger car manufacturing has a long supply chain thereby creating significant employment opportunities across the supply chain. The Company has played a key role in setting up automobile manufacturing ecosystem in the country. With a high level of localisation, the Company continues to contribute to the growth of manufacturing sector of the economy.

The Company has a Robust R&D infrastructure with state-of- the-art testing facility situated in Rohtak.

The Company continues to work in generating Intellectual Property. In FY 2022-23, 132 patents were filed and 63 were granted.

We align with the Government of India's 'Start-up India' and 'Digital India' initiatives to promote entrepreneurship in the country. Under our innovation programme, the Company has 4 programmes: 'Incubation', 'Mobility and Automobile Innovation Lab (MAIL)', 'Nurture' and 'Intrapreneurship Challenge' to engage with start-ups at different levels of maturity. Under the MAIL programme, the Company has screened more than 1,400 start-ups so far, of which 51 start-ups were engaged, and 14 start-ups were on-boarded as a supplier partner with the Company.

GOAL 10
Reduce inequality within and among countries

The Company is committed to respect and value diversity in the workforce and provide equal opportunities to employees, as mentioned in our Code of Business Conduct and Ethics policy.

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GOAL 11
Make cities and human settlements inclusive, safe, resilient and sustainable

Housing Scheme for Employees

Since 1989, the Company has been supporting employees in owning a house. Recently, the Company launched a housing project in Dharuhera. This housing scheme is also aligned with the Government of India's affordable housing project, Pradhan Mantri Awas Yojana. The project was facilitated by the Company, and 357 employees have benefitted from the project so far.

Home Loan Interest Subsidy for Employees Buying Affordable Homes

In another employee-friendly initiative, the Company extends home loans at a subsidised rate of interest to employees for buying affordable homes. Over 2,500 employees have benefitted from this scheme.

Safe, Affordable, Accessible and Sustainable Transport Systems

With technological support from Suzuki Motor Corporation (SMC), the Company manufactures eco-friendly, innovative, safe, and affordable products and technologies.

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- Reduced dependence on fossil fuels for captive power generation by progressively increasing the use of solar power.
- Design for recyclability and recoverability: Nearly in all the products manufactured by the Company (including SMG), we have implemented the European Union's End-of-Life Vehicle (EU- ELV) directive norms on recoverability and recyclability. In the products manufactured by the Company, the average recyclability of the materials is at least 90%. The Company, along with Toyota Tsusho Group, set up one-of-its-kind vehicle dismantling and recycling joint venture, Maruti Suzuki Toyotsu India Private Limited (MSTI) in 2021.

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Promoting Environment-Friendly Measures

- ~92% of Tier-1 suppliers implemented ISO 14001 Environmental Management systems.
- Voluntarily controlled the usage of Substances of Concern (SoC) in products sold in India as per the EU ELV directive.

Zero Waste to Landfill with Maximum Utilisation of Process Waste Through Recycling and Co-Processing

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GOAL 12
Ensure sustainable consumption and production patterns

Optimising the Use of Finite Resources by Promoting 3R Practices

- ~5,300 MT of steel was saved in FY 2022-23 through yield improvement activities undertaken at the Company and across its suppliers' manufacturing facilities. A dedicated expert team was put in place by the Company to help improve the capability of suppliers to optimise the use of raw materials.
- Suppliers and other recycling agents reused more than 98,260 MT of steel scrap and 5,650 MT of aluminium scrap generated by the Company.
- **Promoting industry symbiosis**
  - 100% of Lithium Carbonate extracted post the recycling of lithium-ion batteries is reused by other industries.

GOAL 13
Take urgent action to combat climate change and its impacts

With SMC's support the Company is offering multiple carbon reduction technologies such as intelligent electric hybrid technology, S-CNG technology, smart Hybrids and highly fuel-efficient internal combustion engines.
The Company has the least carbon emission fleet among all the car manufacturers in India, thus providing affordable and sustainable transport for all.

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In order to reduce carbon emissions during the dispatch of finished vehicles to dealerships across the country, the Company is increasingly using rail transport, consequently avoiding ~6,700 MT of CO_2 release over the last 9 years.

Sustainability Performance

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Governance Mechanism

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Product Stewardship and Innovation

PG 104
Customer Engagement and Support

PG 108
Sustainable Supply Chain

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People Practices

PG 122
Operational Eco-Efficiency

PG 128
Corporate Social Responsibility

PG 138
GRI Content Index

PG 141
Alignment with UNGC Principles

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Independent Verification Statement

PG 146
List of Abbreviations

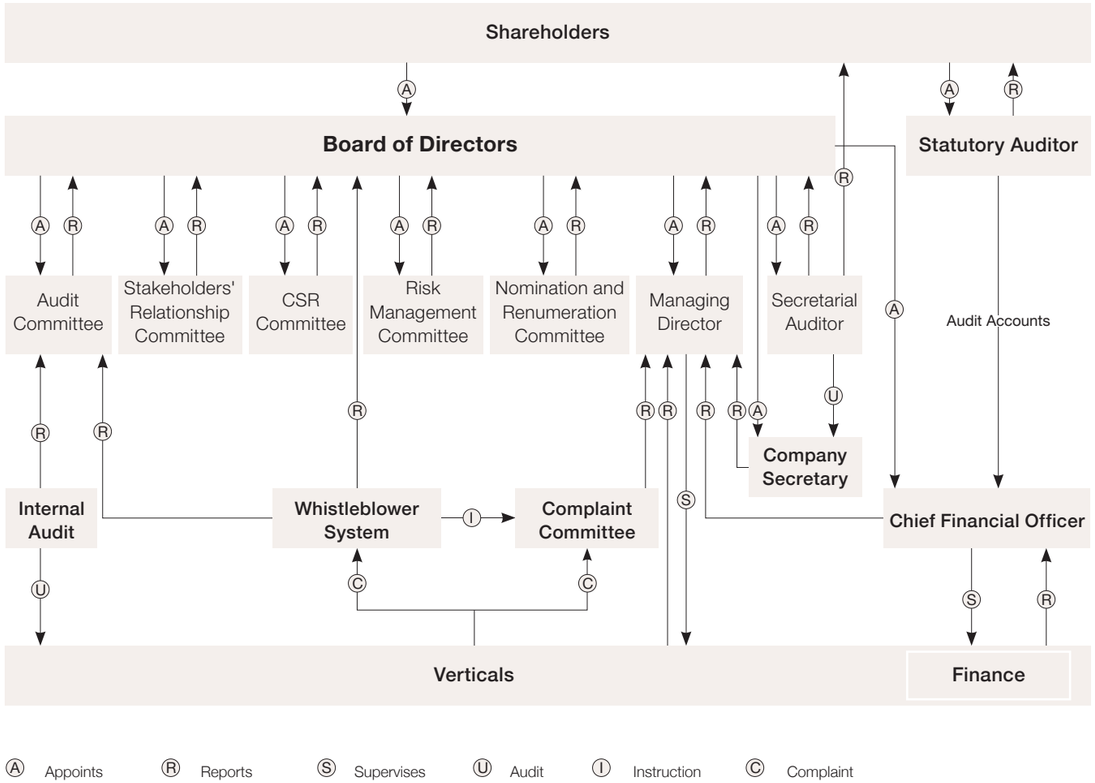
MSIL adopts a holistic approach to business and sustainability. The Company showcases its commitment to environmental stewardship by optimising energy consumption, adopting renewable energy, managing waste effectively and conserving water. It also takes responsibility for the well-being of its employees and customers. For community welfare, it makes active contribution in the areas of education, healthcare, infrastructure development and skill development.

Governance Mechanism

The Company operates in a highly competitive and regulated landscape that presents new challenges. It is committed to creating value for shareholders, employees, customers, suppliers, and other stakeholders based on the principles of good corporate governance. It fosters a culture in which integrity, equity, transparency, fairness, disclosure, accountability, and commitment to values are ingrained in all business dealings. It also believes that compliance is an integral part of doing business and has instituted robust systems and controls to ensure a sustained focus on zero non-compliance with the law.

STRUCTURE OF THE BOARD AND ITS COMMITTEES

The election, composition and functioning of the Board of Directors are governed by the Companies Act, 2013 and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. The Board, along with its committees, carries out responsibilities toward all stakeholders by ensuring transparency, fair play, and independence in decision-making The Board comprises 12 members, including the Chairman as a Non-Executive and Non-Independent Director, and the Managing Director (MD) as an Executive Director. As on 31st March 2023, the average tenure of the Board members was around 9.96 years. Further details on the Board and its committees are given on page 191 of the Corporate Governance Report.



BOARD COMPOSITION AS ON 31st MARCH, 2023

	No. of Directors	Non-Executive Non-Independent	Independent	Executive
Board of Directors	12	5	4	3
Audit Committee	4	-	4	-
Nomination and Remuneration Committee	4	1	3	-
Corporate Social Responsibility Committee	3	1	1	1
Risk Management Committee	5	1	1	3
Stakeholders' Relationship Committee	3	1	1	1

BOARD DIVERSITY

The Nomination and Remuneration Policy of the Company provides a framework that ensures diversity of the Board members based on factors such as gender, age, qualifications, nationality, professional experience, recognition, skills and ability to add value to the business. As on 31st March 2023, there was one woman Independent Director on the Board. The Board members possess requisite qualifications, experience, expertise and attributes commensurate with their positions and are as described on page 198 of the Corporate Governance Report.

98.33%
Average attendance of Directors

5
Board meetings during FY 2022-23

BOARD INDEPENDENCE AND EFFECTIVENESS

One-third of the Board of Directors are independent, and the Company has received declarations of independence from all the Independent Directors.

The Board of Directors ensures that the Company protects the rights and interests of its shareholders and creates maximum value for its stakeholders. The Board, in compliance with the applicable regulations, undertakes an annual evaluation to assess the effectiveness of its performance, individual Directors and the committees.

Further details on the Board's independence and performance evaluation are given on page 151 of the Board's Report.

- Policy on Materiality
- Policy on Dividend Distribution
- Policy on Subsidiary Companies
- Policy on Related Party Transactions
- Corporate Gifting Policy
- Code of Fair Disclosure
- Code of Business Conduct and Ethics
- Quality Policy
- Corporate Social Responsibility Policy
- Environmental and Energy Policy
- Occupational Health and Safety Policy
- Whistle Blower Policy
- Anti-Child Labour Policy
- HIV/AIDS Workplace Policy
- Policy on Prevention of Sexual Harassment
- Policy Guidelines on Green Procurement
- Information Security Policy
- Competition Compliance Policy
- Conflicts of Interest Policy
- Complaint Management and Disciplinary Policy

Governance Mechanism

COMPLIANCE MANAGEMENT

The Company places a high priority on adherence to Compliance. It periodically reviews its Compliance Management System to align it with the continuously evolving regulatory environment. To further enhance statutory governance and improve efficiency, the Company in FY 2022-23, transitioned to an upgraded, smart and interactive tool with enhanced digital features to provide greater robustness to the Compliance Management System.

The Company is compliant with all applicable laws including labour, environmental, industrial, financial, IT and corporate laws and ensures compliances mandated for a listed Company under the Companies Act, 2013 and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. A compliance certificate was submitted to the Board of Directors on a quarterly basis. No significant non-compliance with applicable laws and regulations was observed during the year.

People play a vital role in ensuring compliance, and therefore, need to be regularly trained and updated. To meet this objective, the Company, amongst other initiatives, also observes 'Compliance Month' in October every year to reinforce and strengthen its commitment to compliance. With the intent of driving compliance to the next level to meet the Company's growth plans, the theme of this year's Compliance Month was 'Compliance 2.0 Embed. Ensure. Extend'. The Chairman of the Company, Mr. R. C. Bhargava and Managing Director and CEO, Mr. H. Takeuchi set the 'Tone from the Top'.

During the year and Compliance Month, dedicated awareness sessions were conducted for various stakeholders such as business teams, supplier partners, dealers, and distributors. The sessions covered topics ranging from ethics and compliance, corporate governance, competition law, privacy and confidentiality to advertising standards, environmental and safety laws, and legal metrology standards.

'TONE FROM THE TOP' DURING THE COMPLIANCE MONTH



Mr. R. C. Bhargava
Chairman

Emphasised that as the Company sets to achieve new goals, greater discipline in ensuring Compliance in all systems is essential. He also reiterated the need to extend the Company's Compliance efforts to its supplier partners, dealers, transporters and business associates.



Mr. H. Takeuchi
MD and CEO

Shared his vision to bring 'Joy of Mobility for All' in India and emphasised that it can only be realised with continued commitment to integrity and compliance. The Company must embed and ensure compliances and extend compliance to new businesses and larger ecosystem of stakeholders.



Ms. Manjaree Chowdhary
Senior Executive Officer and General Counsel

Reiterated that in 40 years of Company's journey, doing business with Integrity and Compliance has been its mainstay. In time of fast changing regulations and technology advancement, focus on Compliance must remain a priority.

CODE OF BUSINESS CONDUCT AND CONFLICTS OF INTEREST

The Company's Code of Business Conduct and Ethics (COBCE) guides its employees to take the right decisions in business dealings. COBCE is applicable to all employees and addresses multiple facets relating to compliance with laws, fair employment practices, working with stakeholders, environment, health and safety, conflicts of interest, privacy, and safeguarding assets. All employees are sensitised, on the COBCE through a structured training programme on an annual basis. In addition, all new employees are given mandatory training on the COBCE during their induction. The employees reiterate their commitment to compliance with the COBCE by submitting annual declarations.

Apart from the COBCE, the Company has duly approved Standing Orders to regulate the service conditions of the workers.

To meet regulatory requirements, a Code of Conduct has been laid down for the Board of Directors and the top management personnel, covering topics such as regulatory compliances, ethics and integrity, conflicts of interest, related party transactions, confidentiality and insider trading. All Board members and top management personnel affirmed their compliance with the Code of Conduct for FY 2022-23.

At the time of on-boarding its business associates (suppliers and dealers), the Company ensures that they commit to compliance with all applicable regulatory requirements such as labour laws, prohibition of child labour, prevention of sexual harassment of women at the workplace, environment, human rights etc.

PREVENTION OF SEXUAL HARASSMENT

The Company is committed to fair and equal opportunity and to provide a safe and conducive work environment that is free from any kind of harassment for employees. All employees are trained and sensitised on the prevention of harassment at the time of their joining and periodically thereafter.

An internal policy on the prevention of sexual harassment is in place to provide a mechanism to make the workplace safe for all employees. The policy has been designed to prohibit, prevent, and redress the complaints of sexual harassment under the COBCE and the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH Act). The policy provides for confidentiality and protection of affected parties.

As mandated by the POSH Act, there is an Internal Committee for receiving, investigating, and resolving sexual harassment complaints in a time-bound manner. During the reporting period, the Internal Committee was reconstituted as per the law. It comprises 18 members including 2 external members and adequately represents distinct functions and locations. Training sessions were conducted for the Internal Committee members regularly. The Internal Committee filed an annual return for its locations in compliance with the law. During the reporting period, two complaints were received, and one was closed.

WHISTLE BLOWER MECHANISM

The Company's Whistle Blower Policy allows employees to bring instances of unethical behaviour to the knowledge of the Management. The complaints are received directly by the Ombudsperson appointed for this purpose or by the Company's Complaint Committee. During the reported period, one case was reported to the Complaint Committee. The same was also brought to the attention of the Audit Committee of the Board. The matter was duly investigated, and appropriate disciplinary action was taken.

INTELLECTUAL PROPERTY

The Company acknowledges the significance of Intellectual Property (IP) in today's knowledge-driven economy. Hence, as part of the overall business strategy and future growth, it lays emphasis on protection of its innovations, products, designs, technical know-how in the forms of patents, trademarks, copyrights, industrial designs etc.

The Company carries out regular assessments to strengthen its IP management and to explore opportunities in new areas for IP protection. At the same time, the Company also respects the IP rights of other companies and takes preventive measures to avoid any infringement.

The Company strategises its patents, industrial designs, trademarks, and copyrights to generate value for the business. It lays continuous emphasis on making IP an integral part of the business and nurtures IP culture at all levels by holding an annual IP week, recognising innovators, and conducting regular awareness sessions.

NO. OF PATENTS GRANTED (Y-O-Y)



942
Filed patent applications

179
Granted patents

*Recorded highest number of patents grant

Governance Mechanism

STATUS OF COMPLIANCES DURING FY 2022-23	
Environmental laws and regulations	No non-compliance and significant sanctions (monetary or non-monetary) were imposed on the Company by the regulatory authorities. Emissions and waste generation were within the limits defined by the Pollution Control Board. As on 31st March 2023, satisfactory replies had been given to all show-cause notices received from the Pollution Control Board.
Marketing communications	No incidents of non-compliance.
Advertising standards	No complaints were filed.
Competition law	The case related to after-market sale of spare parts: An investigation was initiated by the Competition Commission of India (CCI) in 2011 against a few car manufacturing companies wherein it was contended that these companies were not making genuine spare parts of automobiles freely available in the open market. CCI later expanded the scope of investigation to the Company and other car manufacturing companies. In the final order passed by the CCI on 25th August 2014, certain directions were laid down against the automobile companies and penalties were imposed. A penalty of ₹ 4,711.4 million was imposed on the Company. The Company contested this matter before the Delhi High Court primarily on the grounds that it was not a named party in the investigation and that the investigation ought not to have been conducted against the Company. On the contrary, the Company was named in the information given by the informant as a Company that made spare parts easily accessible in the open market. The Delhi High Court, on 16th May 2019, disposed of the petition stating that the Company had alternative remedies available. Thereafter, the Company filed a Special Leave Petition before the Supreme Court of India, wherein a stay on the CCI's order was granted and the stay is continuing. The matter relating to discount control practices: An investigation was initiated suo-moto by the CCI in February 2019 based on the information provided by a purported dealer of the Company. The dealer alleged that the Company resorts to anti-competitive discount control practices. The CCI passed its final order on 23rd August 2021 and held that MSIL indulged in anti-competitive discount control practices (re-sale price maintenance) and imposed a penalty of ₹ 2,000 million on the Company. The Company filed an appeal against the CCI's order before the National Company Law Appellate Tribunal (NCLAT), wherein on 22nd November 2021, a stay on the CCI's order was granted subject to the deposit of ₹ 200 million. The stay is continuing.
Consumer protection laws	As on 31st March 2023, 1,932 consumer cases involving the Company were pending before various forums.

DATA PROTECTION

The Company is committed to upholding stakeholders' right to privacy and as a responsible corporate, strives to protect their personally identifiable information under the Information Technology Act, 2000. In view of the proposed Digital Personal Data Protection Bill, 2022, the Company is establishing a robust data privacy framework for the organisation.

A dedicated Data Protection Office has been established and a Data Protection Officer has been appointed for management of data privacy and related concerns. The details of the Data Protection Officer have been published on the Company's website to interface with external stakeholders as well as government authorities for all queries or concerns pertaining to data privacy. The Data Protection Office oversees compliances related to personal data as defined under the Information Technology Act, 2000 including review and revamping of the privacy framework as per changing regulatory ecosystem.

Data privacy is embedded into the Company's COBCE and risk management system. The Company has formulated privacy policies for the protection of stakeholders' personally identifiable information. All policies, governance structure and technological solutions are strengthened to safeguard the personal data of stakeholders. Employees are sensitised on data privacy policies of the Company through e-learning and awareness sessions, sessions with industry experts, new joiners' induction programmes and regular advisories to business functions. There were no data privacy breaches during the reporting period.

INFORMATION SECURITY

With increasing digitalisation, rise in corporate cyber-crimes, high cost of data breaches and evolving regulations, businesses are placing greater focus on detecting, preventing, and combating information security threats. The Company identified its information security risks and is committed to safeguarding business information from internal and external threats. Guided by the provisions of the Information Technology (IT) Act, 2000 and other applicable regulations as well as international standards, the Company has established robust policies and processes on information security.

The Company's Information Security policy provides management direction and guidance to ensure availability, integrity and confidentiality of information and information systems across locations. Management Information Security Forum (MISF) has been constituted, which is chaired by Managing Director and comprises Head of IT, Chief Information Security Officer (CISO) and other senior management personnel. The MISF facilitates internal communication of information security programmes and implements processes for risk assessment and security classification of information systems. MISF meets on yearly basis and reports critical matters to the Board of Directors.

An Information Security Management System (ISMS) has been established as per ISO 27001, and the Head Office and manufacturing facilities in Gurugram and Manesar and R&D centre at Rohtak are certified by authorised external agencies. As part of ISMS, vulnerability assessment of IT infrastructure (servers and network devices) and applications is conducted at least twice a year, under the supervision of the CISO. The ISMS is audited annually, both internally and externally. Based on vulnerability assessments and audits, corrective and preventive actions are prepared for the ISMS.

Employees are sensitised on information security and cyber security policies of the Company through e-learning modules, new joiners' induction programme and regular advisories. Sessions with industry experts are conducted to further enhance the awareness of employees as well as Tier-1 suppliers.

POLICY ADVOCACY PRACTICES

The Company actively engages with the government through industry associations on future policies, regulations and implementation plans in the areas of emissions, safety, vehicle scrapping, trade, research and development, electric and hybrid vehicles, and inclusive development.

Policy advocacy efforts are governed by the Code of Business Conduct and Ethics and are directed towards creating a sustainable business environment for the Company and desirable outcomes for all concerned stakeholders.

INDUSTRY BODY MEMBERSHIPS	
Name of the committee/forum	**Position**
The Confederation of Indian Industry (CII) Haryana State Council	Member
CII Regional Committee on HR and IR (Northern region)	Chairman
CII National Committee on Regulatory Affairs	Member
CII National Manufacturing Council	Member
CII Northern Regional Council & Chair, Regional Committee on Advance Manufacturing	Member
CII Smart Manufacturing Council	Member
CII Taxation Committee	Member
CII National Skills Committee	Member
CII Regulatory Affairs	Chairman
SIAM Group on International Relations and Trade Policy	Chairman
SIAM Group on Gas-based Mobility (CNG & LNG)	Chairman
SIAM Aatmanirbhar Bharat / Sourcing Group	Chairman
SIAM Group on Taxation Procedural and Ease of Doing Business (Tax)	Chairman
SIAM Group on Emissions and Conservation	Co-Chairman
SIAM Group on CMVR and Safety	Co-Chairman
SIAM Technical Council	Chairman / Chief Engagement Officer
SIAM Engagement and Communication Group	Co-Chairman
SIAM Group on Finance, Leasing and Insurance	Chairman
Associated Chambers of Commerce (ASSOCHAM) National Council on Auto and Auto Ancillaries	Member
ASSOCHAM Direct Tax and International Tax Council	Member
ASSOCHAM Direct Tax and Indirect Tax Council	Member
ASSOCHAM CSR Council	Committee Member
Federation of Indian Chambers of Commerce and Industry (FICCI) Manufacturing Committee	Committee Member
FICCI Electric Vehicle Committee	Committee Member
FICCI Public Procurement Committee	Committee Member
FICCI Manufacturing Excellence Taskforce	Member

Product Stewardship and Innovation

The Company has maintained its leadership in the Indian passenger car market by providing reliable, fuel-efficient, safe, and affordable products to customers. Introduction of innovative technologies such as Smart Hybrid, Strong Hybrid, Smart-CNG (S-CNG), K-series engines, HEARTECT platform, automatic transmission systems and idle start-stop feature, which have not only made the vehicles safer and cleaner but has also improved the driving experience and expectations of the customers.

The Company strives to continuously lower its environmental footprint and improves the safety features of products, therefore environmental, human health and safety Impacts associated with products are managed responsibly at the design and development stage itself. Processes and systems for reduction of hazardous substances in products and end-of-life (ELV) vehicle management are being strengthened with support from value chain partners.

REGULATORY COMPLIANCES

In India, policies and regulations on vehicular emissions are constantly evolving. After the successful adoption of BS-VI in all its models ahead of regulatory timelines, during the reporting period the Company completed adoption of BS-VI Phase 2 in all its models. It made efforts towards powertrain calibration and aftertreatment system to meet Real Drive Emission requirements. In line with the Government's Ethanol Blending Programme, the Company has updated all its products to be E20 fuel material compliant, which required efforts towards upgrading rubber, plastic parts and ensuring lifecycle durability with E20 fuel. To meet CAFE-2 (Corporate Average Fuel Economy Phase 2) regulation target, the Company upgraded its portfolio to reduce fuel consumption and CO_2 emissions and expanded its offering of greener products.

During FY 2021-22, MSIL's Annual Corporate Average CO_2 (g/km) performance of 111.06 was lowest in the industry

LOW-CARBON PRODUCTS

S-CNG technology plays an important part in the low-carbon product strategy of the Company. The S-CNG range of vehicles is specifically designed, developed, and manufactured to suit Indian driving conditions. S-CNG vehicles are equipped with an intelligent injection system that maintains a perfect air-to-fuel ratio within the combustion chamber, resulting in better fuel efficiency. A returned suspension setup accommodates the added weight of S-CNG components and delivers stable performance in every terrain. The CNG vehicles can run on Compressed Bio-gas without any modifications.

The S-CNG technology has been made available in personal and commercial segments and is now available with 14 models. During the year, the Company extended its S-CNG offerings to S-Presso, Swift, Baleno, XL6, Brezza and Grand Vitara.

The Company's efforts to popularise the adoption of S-CNG vehicles are aligned with the Government of India's objective of reduction in oil imports by enhancing the share of natural gas in the energy basket of the country. Presently, there are over 5,700 CNG stations across India and the Government's target is to reach over 17,500 CNG stations across the country by 2030. The demand for CNG vehicles is expected to remain high and the CNG technology will play a significant role in lowering carbon emissions of passenger vehicles.

S-CNG
DRIVE SMART. CHOOSE GREEN.



During the year, the Company introduced Strong Hybrid Technology in the Grand Vitara making it the India's most fuel-efficient SUV. Grand Vitara comes with a 1.5L engine and an advanced Electric Hybrid system. The Intelligent Electric Hybrid can seamlessly switch between pure electric, petrol mode and harness the power of both, depending on the driving situation.

The Government of India is promoting biofuels such as ethanol and Compressed Bio-gas as an alternate low-carbon fuels. To align with that and extend its efforts towards greener technologies, the Company showcased its first Flex Fuel vehicle prototype, the WagonR Flex Fuel at SIAM's roadshow event and at Auto Expo 2023. Flex Fuel vehicles are developed to run on 20%-85% ethanol blending and offer a similar performance.

During FY 2022-23, the Company sold over 328,000 units of S-CNG, 267,500 Smart Hybrid Vehicles and 10,000 units of Strong Hybrid vehicles. Cumulatively, the Company has sold over 1,356,500 CNG vehicles and over 954,000 SHVS vehicles by 31st March 2023, thus demonstrating the acceptance of low-carbon technologies among customers.



CUMULATIVE CO_2 AVOIDANCE FROM THE USAGE OF ALTERNATE FUEL VEHICLES

- Cumulative CO_2 emissions avoided using CNG/LPG vehicles (in MT)
- Cumulative CO_2 emissions avoided using Hybrids (in MT)
- Cumulative sales of low-carbon products (No.)

Notes:

Vehicle running data used for calculation is based on internal estimates.

Cumulative sales are considered from base year 2005-06

Average vehicle life considered to be 10 years for calculation of cumulative CO_2 savings.

- Introduction of S-CNG technology in Grand Vitara
- Lowest CO_2 emission intensity with respect to all CNG models in industry
- Largest portfolio of S-CNG vehicles
- ~1.4 million tonnes of CO_2 emissions saved from the sale of S-CNG vehicles till 31st March, 2023

Product Stewardship and Innovation

FUEL EFFICIENCY TECHNOLOGIES

Keeping its customers and environment at the core, the Company has continuously endeavoured to set new benchmarks of fuel efficiency in the entire range of cars. It is this pursuit that fuels the drive to constantly innovate and push the boundaries of technology.

The Company's K-Series engine realises the true spirit of the global design trend of optimising engine performance through innovative design techniques. It is currently offered in five different options across the product line-up: K10B, K12M, K15B, and next-gen Dual VVT dual injector K12N and K10C engines. With continuous upgradation of the K-Series engine, the Company has improved fuel efficiency by nearly 30% in the last decade to delight value-conscious Indian consumers. The next-gen K-series engine is equipped with state-of-the-art technologies such as cooled Exhaust Gas Recirculation (EGR), auto tensioner, and integrated exhaust manifold. Idle start-stop system has been made available in the majority of the models, which saves fuel by cutting off the engine when idling in traffic.



New Generation K-series Engine

New Brezza

For All New Brezza, the overall design has been improved thereby making the vehicle more robust and optimised on weight. The next-gen K-series 1.5L Dual Jet, Dual VVT engine offers superior mileage than the previous version. The S-CNG-powered Brezza delivers excellent fuel-efficiency of 25.51 km/kg.



New XL6

The new XL6 powered by Next-Gen K-series 1.5L Dual Jet, Dual VVT engine with progressive smart hybrid technology with Li-ion battery gives up to 12% higher mileage compared to its previous version and its CNG version has a fuel efficiency of 26.32 km/kg.



New Ertiga

The next-gen Ertiga powered by the all-new next-gen K-series 1.5L Dual Jet engine, Dual VVT engine with Progressive Smart Hybrid Technology, offers improved fuel efficiency of 20.51 km/l with petrol and 26.11 km/kg with CNG.

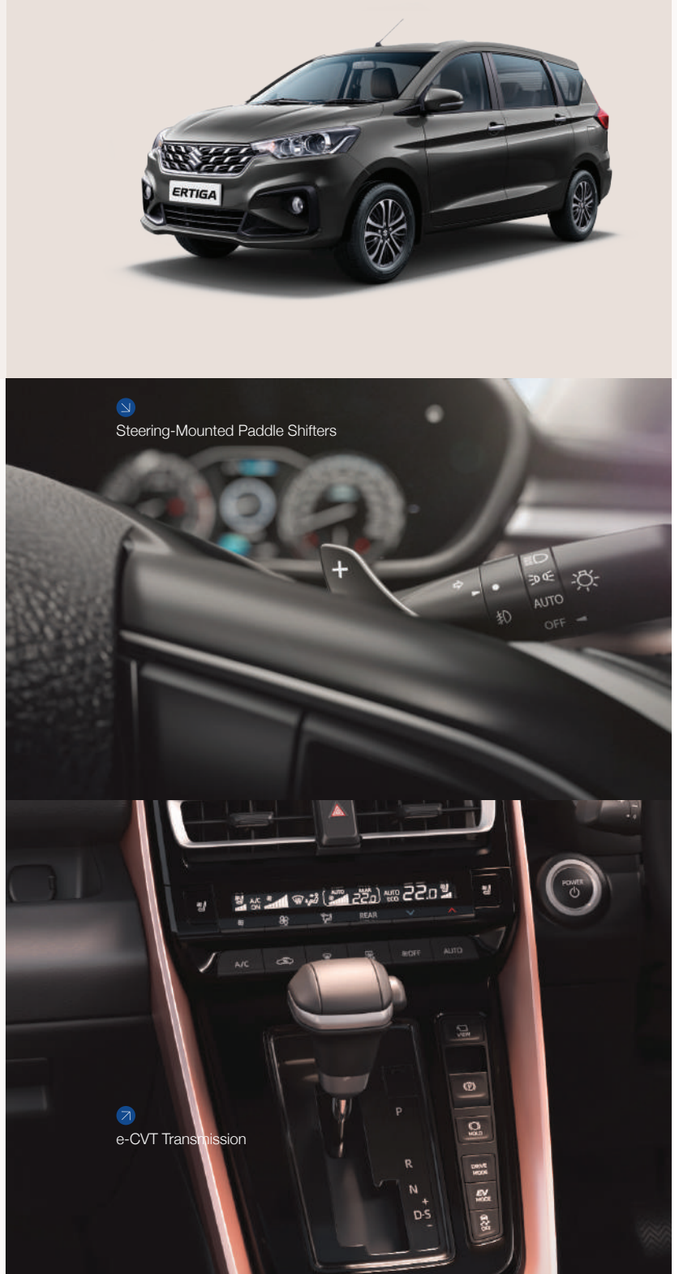
New S-Presso

Powered by the highly efficient Next-gen K-series 1.0L Dual Jet, Dual VVT engine with Idle Start-Stop Technology. The new S-Presso offers 17% higher fuel efficiency in the AGS variant and up to 14% for manual transmission compared to its previous version.





Steering-Mounted Paddle Shifters



e-CVT Transmission

POWERTRAIN TECHNOLOGY PROGRESSION

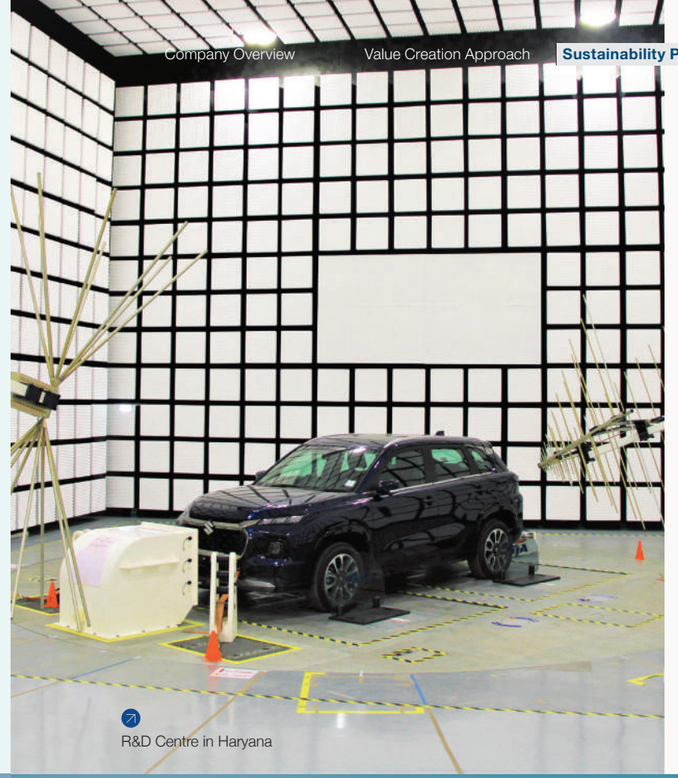
The Company offered path-breaking automatic transmission technologies enabling clutch and gear-free driving resulting in driving comfort and superior drivability. New and aspiring India is adopting automatic as its preferred powertrain and the Company has been leading the change with a range of automatic transmissions–AGS (Auto Gear Shift), and AT. The Company's revolutionary two-pedal technology, AGS offers features such as start assist and creep system to help in stop-go traffic and parking manoeuvres, while kick down function helps meet sudden acceleration demands. AGS provides the same convenience as that of automatic transmission with 50% lesser cost, 30% lighter weight and improved fuel economy. The 6-speed AT powertrain is offered with steering mounted paddle shifters to make driving more exciting and engaging. AGS technology is available in seven models and AT in five models. The Company further introduced the e-CVT powertrain with the Grand Vitara Intelligent Electric Hybrid variants.

Product Stewardship and Innovation

VEHICLE SAFETY

Customer safety is a key focus area of the Company while designing and developing the products. The entire vehicle portfolio complies with all applicable safety regulations. Advanced safety features, beyond regulatory requirements, introduced in the recently launched models depict the Company's holistic approach towards vehicle safety. Some of the key safety features are:

- To enhance side crash safety, front row side airbags and full curtain airbags were introduced in the new Brezza, Grand Vitara, Fronx and Jimny
- ESP and Hill Hold Assist features were added in new Brezza, Grand Vitara, Fronx and Jimny to enhance the overall control, drivability and safety of the cars
- Head-Up Display (HUD) to view information such as speed, RPM, fuel economy, without taking one's eyes off the road
- Introduction of AWD-Suzuki All Grip Select Technology in the Grand Vitara to give customers more control over the vehicle in any terrain
- Tyre Pressure Monitoring System is offered in Grand Vitara and XL6 for enhanced safety on the road
- S-CNG vehicles are offered with advanced safety features for the customer's safety and the entire system is evaluated for crashworthiness and durability



R&D Centre in Haryana

RESEARCH AND DEVELOPMENT

The Company's integrated Research and Development (R&D) centre in Haryana has state-of-the-art facilities for development, testing, and evaluation of products. The facility has contributed in large to introduce new technologies like ESP, ABS and Hill Hold control and various homologation activities for domestic and export models. During the reporting period, the R&D capabilities were upgraded.

- Installation and commissioning of Multi-Axial Simulation Table (MAST) for accelerated durability evaluation.
- Introduction of brake noise dyno to cater to the new model development and localised testing requirements.
- Installation and commissioning of an e-motor facility for EV testing.



6 Airbags



Head Up Display



Tyre Pressure Monitoring System

Hill-Descent Control



CONVENIENCE FEATURES

Improving customer experience is an ongoing journey for the Company. The next-gen telematics system Suzuki Connect, an in-built feature in the Company's vehicles, now includes climate control. Using this, customers can regulate temperature or turn on defogger right from home by using the Suzuki Connect app. The Company offers Automotive Wireless Charger (AWC) in new Brezza, Fronx and Grand Vitara, to meet the customers' requirement of wire-free charging. During the year, Smart Play Pro and Smart Play Pro+ next-gen infotainment systems were introduced, which included some additional features such as vehicle info like range, average fuel economy, and alerts like foreign object detection on wireless charger, etc.



Product Stewardship and Innovation

MONITORING SUBSTANCES OF CONCERN

The Company complies with the Substances of Concern (SOC) related regulations of various regions or countries to which it exports. These include the European Union's End-of Life Vehicle (EU-ELV) Directive, EU Restriction of Hazardous Substances Directive (RoHS), Registration Evaluation Authorisation and Restriction of Chemicals (REACH) Regulations and the Japan Automobile Manufacturers Association (JAMA) Guidelines.

The Company voluntarily restricts SOC usage in its domestic products as per the international norms through interventions at the design stage itself, and hence achieved SOC and Reusability, Recyclability and Recoverability (RRR) compliance for the manufactured models. It proactively controls and monitors SOC in parts through the globally acknowledged International Material Data System (IMDS) and is used to calculate RRR. Also, it conducts sample inspection of parts at in-house testing facilities to verify SOC compliance by suppliers.

The Company's Green Procurement Guidelines (GPG) set requirements for all Tier-1 component suppliers to restrict the use of SOC in vehicle parts and other constituents such as accessories, raw materials and direct consumables. For advance preparation, proactive supplier SOC surveys are conducted for assessing upcoming material restriction compliance. Digital mode is being adopted during these surveys for reducing the lead time and for effective monitoring and control. Periodic supplier audits are done to ensure continuous improvement in the number of vendors with higher SOC ranking.

END-OF-LIFE VEHICLE MANAGEMENT

End-of-Life Vehicle (ELV) management is of vital importance for environmental conservation, human health, and circular economy. Effective ELV management requires that products are designed for maximum recoverability and recyclability. In line with the government's vision, the Company is reinforcing principles of circular economy and promoting initiatives to ensure treatment of end-of-life vehicles in an environmentally friendly manner.

DESIGNED TO RECYCLE

Measures to maximise recyclability and recoverability of the vehicle are taken at the product design stage. Material coding for polymer parts is carried out as per the requirements for easy segregation during dismantling.

All running models being manufactured by the Company are a minimum of 85% recyclable and 95% recoverable. The export models are complying with the European Union End-of Life Directive (EU-ELV) related to RRR in-line with calculations specified in ISO 22628. The Company, since 2017, has ensured that the domestic models meet EU-ELV norms for RRR, ahead of regulations.

ELV DISMANTLING AND RECYCLING UNIT

The Company commenced ELV recycling through its joint venture Company–Maruti Suzuki Toyotsu India Private Limited (MSTI), Noida in FY 2021-22. The processes being followed at MSTI comply with guidelines introduced by government bodies for management of ELV. Since inception, about 1,100 tonnes of scrap, generated at MSTI sent for further recycling at authorised recyclers. An MoU with the state of Gujarat has been signed to set up a similar unit to promote the vision of circular economy.

LI-ION BATTERY RECYCLING

The use of lithium-ion batteries (LiBs) is increasing because of the transition of the automobile sector towards electric powertrain. However, the environmental concerns associated with the end-of-life disposal of these batteries make it necessary to ensure their scientific handling and disposal.

To achieve this, since the introduction of its first hybrid vehicle in India in 2018, the Company has proactively established a mechanism for recovery and recycling of LiBs from the market and in-house sources. Customers can return end-of-life LiBs at dealer workshops throughout India. All dealer workshops have been asked to collect LiBs during service and return the same to the Company for recycling.

The Company has recycled 12.8 tonnes of batteries through a domestic recycler, achieving a high battery recycling rate. It complies with the latest Battery Waste Management Rules, 2022 and is exploring possible technologies for repurposing batteries, post completion of primary useful battery life.



Product Stewardship and Innovation

PRODUCT QUALITY

Product quality is ensured right from the design stage by front-loading of design inputs, even before the actual vehicles are made. In addition, vehicles are thoroughly evaluated through multiple static and dynamic quality checks at Rohtak R&D centre and on actual roads, to identify and address possible quality issues in advance. Various market studies with respect to the upcoming new technologies are conducted to understand the actual customer usage and to derive insights. To make the products robust, stringent quality checks based on market study are incorporated during evaluations. The Company is consistently updating test and design standards as per customer usage conditions, to avoid recurrence of defects.

The Company works closely with the suppliers to achieve desired quality levels by using the concept of first time right. Vendor processes are improved by benchmarking best practices across vendor plants. To ensure compliance with regulatory requirements, Poka-Yoke and automations are implemented at vendor plants. The Company also does periodic verification of all regulatory markings on parts using digital tools. Quality inspection parameters are also being standardised for safety and regulatory parts across all vendors by standardising inspection standards.

During new model development, advance inputs are given to the suppliers through a quality Statement of Requirements (SOR) based on past defects learnings. Supplier processes are also thoroughly evaluated and improved through the Peak Production Verification Trials.

Initial flow controls are implemented across suppliers to monitor and stabilise process quality at the start of mass production.

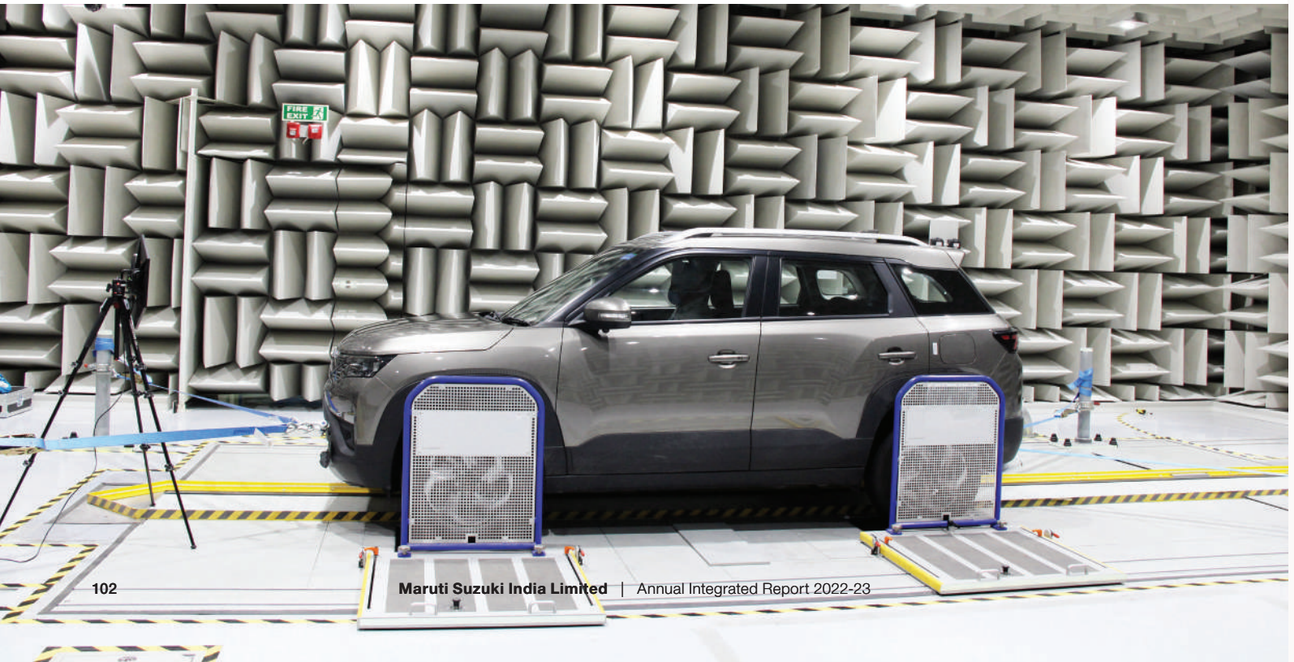
Suppliers are guided to become self-reliant in maintaining the condition of their tools (dies and moulds) for producing superior quality parts by carrying out timely refurbishment of tools.

PRODUCT RECALL MANAGEMENT

The Company always puts customers' concerns as top priority and takes immediate actions to resolve them. During the reporting period, it announced 7 recalls and 1 service campaign in the domestic market, where around 70,000 suspected vehicles were inspected, and possible defective parts were replaced.

The Company does in-depth analysis of all recalls to identify gaps in the processes and take necessary countermeasures. Quality systems and processes have also been designed and streamlined for accurate root cause analysis, countermeasures, and recurrence prevention of defects. These systems are reviewed periodically and upgraded based on changing regulatory framework and market dynamics. The Company will proactively seek customer feedback related to product quality and will take necessary measures to delight customers with superior quality products.

NVH Testing at Haryana R&D Centre



OPEN INNOVATION

The Maruti Suzuki Innovation initiative to drive collaboration with startups devised to bring forth cutting-edge technologies and cost-effective solutions to the market. It is based on the vision of Innovate, Collaborate and Co-create with disruptive startups for the betterment of automobile industry as well as society.

The Maruti Suzuki Mobility and Automobile Innovation Lab (MAIL) programme, launched in 2019, focuses on the areas of computer vision, AI, speech analytics, quantum computing, smart parking, AR/VR/XR, Bluetooth mesh, industrial robotics etc. More than 1,500 startups have been screened over seven cohorts and 42 startups have been engaged for various innovative projects. Proof of Concepts have been conducted with 29 startups and startups have been on-boarded as business partners with the Company since the programme's inception. Of these, two startups have participated in creating engagement activities at Maruti Suzuki pavilion during Auto Expo 2023. Startups from MAIL cohort-3 onwards also participated in educational-cum-networking excursion to Japan.

The Incubation Programme received more than 280 applications from over 20 states for the second cohort. Post rigorous selection process, 24 startups underwent a 3-month pre-incubation journey that had 100+ days of mentoring. Finally, 9 startups made it to the incubation phase to co-create innovative solutions with the Company's business teams.

The Company has expanded its innovation efforts to its employees through 'Intrapreneurship Challenge' which was launched in October 2021. The programme received 375 applications from over 600 employees. Ideas aimed at cost effectiveness, process and product improvement, app development, EV etc. were received. Selected teams underwent design thinking workshops, mentoring from IIM Calcutta for idea refinement and concept building. The three winners received cash prizes and an opportunity to take the project live.

The Maruti Suzuki Nurture programme was launched this year in partnership with IIM Calcutta Innovation Park (IIMCIP), with the objective to scout, select, nurture and incubate idea-stage startups/solutions in East and Northeast India. The aim is to promote social entrepreneurship, scout solutions in mobility and find business solutions which can be implemented in the Company's ecosystem. State level idea hunts have been completed, in which more than 100 startups applied and 47 were shortlisted. Of these,12 startups have been selected to pitch at the Grand Idea Hunt.

Mr. Hisashi Takeuchi, MD & CEO, delivering the keynote address





Grand Finale of the Intrapreneurship Challenge

Excursion to Japan



Customer Engagement and Support

The Company strongly believes that brand value comes from loyal customers. With the commitment to continuous customer satisfaction, it made every effort to ensure that products quality, sales experience and service quality meet customer's expectations. Customer engagement and relationship building are emphasised through value-added services and new initiatives. Additionally, digitisation of customer interactions is being improved to deliver a seamless and enhanced customer experience.

DIGITAL CUSTOMER CONNECT

Modern-day customers make use of various digital channels to communicate with brands. Additionally, evolving consumer preference of researching about brands online, experience from e-commerce platforms and the pandemic, have made customers increasingly reliant on digital touchpoints for availing any service or buying a product.

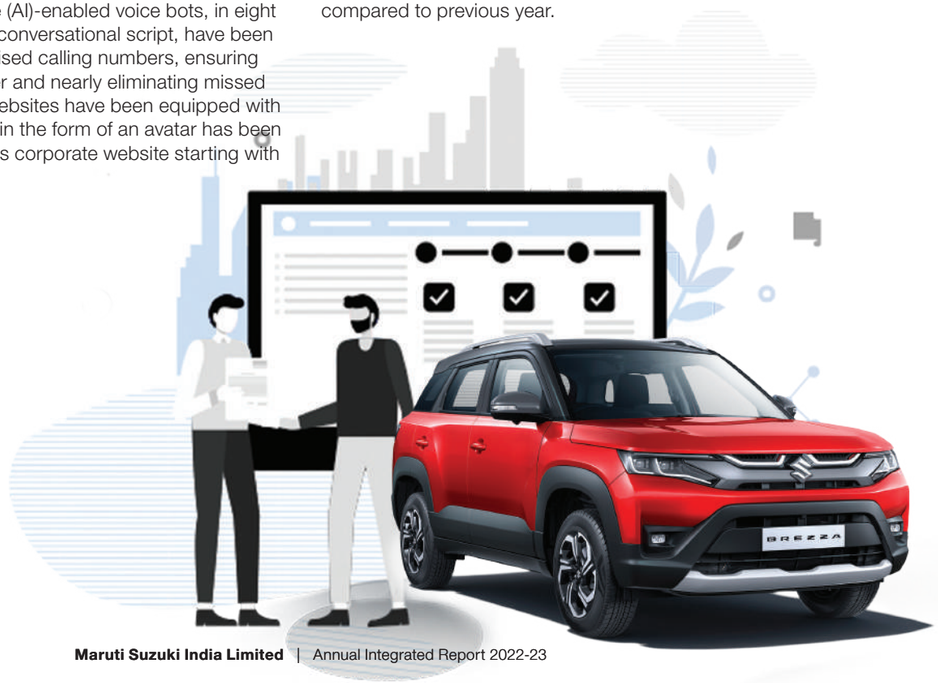
The Company is focusing on establishing a strong digital presence through year-round social and brand campaigns. These platforms are being leveraged to improve customer experience and engagement across various customer touchpoints.

To provide round-the-clock facility of interaction to customers, various AI-enabled virtual Agents have been deployed across channels. For catering to customer queries on buying, artificial intelligence (AI)-enabled voice bots, in eight vernacular languages with conversational script, have been rolled out on dealer centralised calling numbers, ensuring response to every customer and nearly eliminating missed calls. Additionally, dealer websites have been equipped with chatbots. An AI-based bot in the form of an avatar has been deployed on the Company's corporate website starting with select brands.

Customer engagement with our brands in the metaverse has been made for Arena, NEXA and Auto Expo through ARENAVerse, NEXAVerse and EXPOVerse, respectively.

The 'Book a Test Drive' feature on Arena and NEXA brand websites allows customers to book a test drive for any new car of their choice, at a place of convenience and a time of their liking.

The Maruti Suzuki Smart Finance (MSSF) is India's first end-to-end Online Car Finance Platform. Customers can view, compare and apply for finance offerings from 23 on-board financiers, which include all major private banks and public sector banks and NBFCS. Over 5 lakh customers have availed loans and disbursals through MSSF platform during FY 2022-23, a surge of over 60% in loan disbursals compared to previous year.



~60%

Surge in loan disbursals from MSSF platform

To improve customer convenience and offer Anytime Anywhere digital engagement, MSIL Service released a segment-first virtual car assistant powered by AI, available 24x7. The AI-backed system provided various features such as scan, voice chat, and text-based search options to enable customers to find answers to their vehicle-related queries in case of any concern. Additionally, it provides the digital format of the owner's manual and can also be used to navigate to the nearest Maruti Suzuki Workshop in the situation of any distress.

The introduction of voice bot in the customer feedback step guaranteed a consistent experience for customers by capturing post service feedback 24x7 in different vernacular languages. To further improve the customer convenience and experience, a voice bot for service marketing has been introduced to increase transparency and provide customised customer engagement with minimal human intervention.

SUBSCRIPTION-BASED MOBILITY

The Company expanded 'Maruti Suzuki Subscribe' to 25 cities with the help of five subscription partners. The all-inclusive subscription service enables customers to enjoy the experience of owning a brand-new car inclusive of vehicle cost, road tax, registration charges, insurance, maintenance, road-side assistance and accessories by paying fixed monthly rentals.

Key features of Subscribe are:

- Presence in 25 cities
- Available on 11 models
- Flexible tenure options
- Multiple annual-mileage options
- Multiple ends of tenure options viz. Return, Retain or Extend

SERVICE NETWORK

The Company expanded its service touch points in India to 4,564 centres across 2,304 cities and catered to over 22.4 million customers in FY 2022-23. During the year, the Company achieved a milestone of 7 lakh Periodic Maintenance Load in a month, and added 310 workshops–the highest number–to its network.



Customer Engagement and Support

Doorstep service facility, with 335 specially designed service-on-wheels workshops, has been made available in 163 cities across India. Additionally, more than 1,100 Maruti Mobile Support (MMS) vehicles are providing servicing facility at the doorstep of customers mostly in areas away from the existing service infrastructure.

Quick Response Teams (QRT) provide emergency support to customers stranded due to vehicular breakdowns, comprising 781 support vehicles in 432 cities. They attended over 10,000 breakdown calls per month during the reporting period. The quick response service staff is equipped with essential tools and spares needed to quickly restore the vehicle in distress. A web-based live tracking system helps the customer contact and coordinate with the nearest service technician.

EXPANSION OF SERVICE WORKSHOP NETWORK (NO.)



4,564
Service workshops across 2,304 cities

163 cities
Provided with doorstep service facility

432 cities
Availability of quick response teams



Maruti Suzuki Bodyshop-on-Wheels

CUSTOMER SATISFACTION

In line with the core value of customer obsession, the Company regularly gauges customer satisfaction levels with the sales processes experienced at dealerships.

Customer satisfaction levels associated with the buying experience are measured through an internal Customer Delight Index (CDI), which considers customers' feedback across various attributes collated monthly. The CDI is derived using a rating scale ranging from -50 to +150 (Excellent: 150, Very Good: 100, Good: 50, Fair: 0, Poor: -50). CDI results are used by the Company to enhance and align sales processes at dealerships in line with customer expectations.

During the reporting period, the Company overachieved its target (121) with a customer satisfaction survey score of 126.8 (NEXA 127.9, Arena 125.8). For FY 2023-24, the Company aims to maintain this level of customer satisfaction.

An essential parameter to evaluate customer satisfaction related to service operations is customer complaints per 1,000 vehicles serviced (CC/1,000). The Company continuously monitors customer feedback and ensures timely implementation of countermeasures by the workshops. It constantly strives to reduce the number of complaints and the resolution time by maintaining regular customer connect and the introduction of digital tools.

There is a robust customer complaint management system comprising channels such as the Company's website, toll-free helpline and social media. The complaint redressal process is well structured with defined escalation mechanisms that ensure time-bound resolution.



CUSTOMER DELIGHT INDEX

Actual FY 2019-20	Actual FY 2020-21	Actual FY 2021-22	Target FY 2022-23	Actual FY 2022-23
113	114	121	121	127

CUSTOMER SERVICE COMPLAINTS (CC/1,000)



Sustainable Supply Chain

The Company is dependent on its vast supply chain for the availability of necessary materials and components required for the smooth operation of its business. Given the size and complexity of its supply chain, the key focus is on incorporating sustainability practices among vendors, along with ensuring timely development and delivery of components of desired quality at competitive prices.

In recent times, the automobile industry has been witnessing radical transformations in terms of technology, competition, regulations and changing purchasing patterns of consumers, among others. To overcome the challenging business scenarios and achieve ambitious growth targets, the Company is striving to develop a sustainable global supply chain which is agile, responsive, and resilient to risks.

SUPPLY CHAIN STRUCTURE

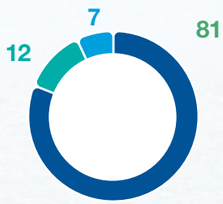
The Company's upstream value chain consists of a complex multi-tiered supply chain network providing components, raw material and consumables. It consists of 458 Tier-1 suppliers and over 1,542 Tier-2 suppliers. The Company has a policy of prioritising local procurement to improve efficiency, mitigate environmental and safety impacts and ensure business continuity. Around 95% of Tier-1 suppliers are located in India, and around 86% of supplier plants in the country are within 100km of the Company's manufacturing facilities.

The Company has identified 80 Tier-1 suppliers that are critical to its business operations, which include suppliers of high-volume materials, critical components and those with non-substitutable relationships. Of the Company's total procurement, 72% spent during FY 2022-23 was from these suppliers. Additionally, 35 Tier-2 suppliers have also been identified as critical.

The Company undertakes de-risking activities, not only at Tier-1 but also among Tier-2, Tier-3 and raw material suppliers. Back-up supplier plants have been identified and are being on-boarded on an ongoing basis.

During the reporting period, there was an increase in the localisation of imported parts by vendors to reduce foreign exchange and other import-related risks. The Tier-1 suppliers invested in new plants in India. New Tier-2 suppliers were developed with the help of parent suppliers and parts quality validation was done through special vehicle testing.

SHARE OF PROCUREMENT SPEND BY GEOGRAPHY (%)



- India (local, within 100 km of manufacturing facilities)
- India (non-local)
- Outside India

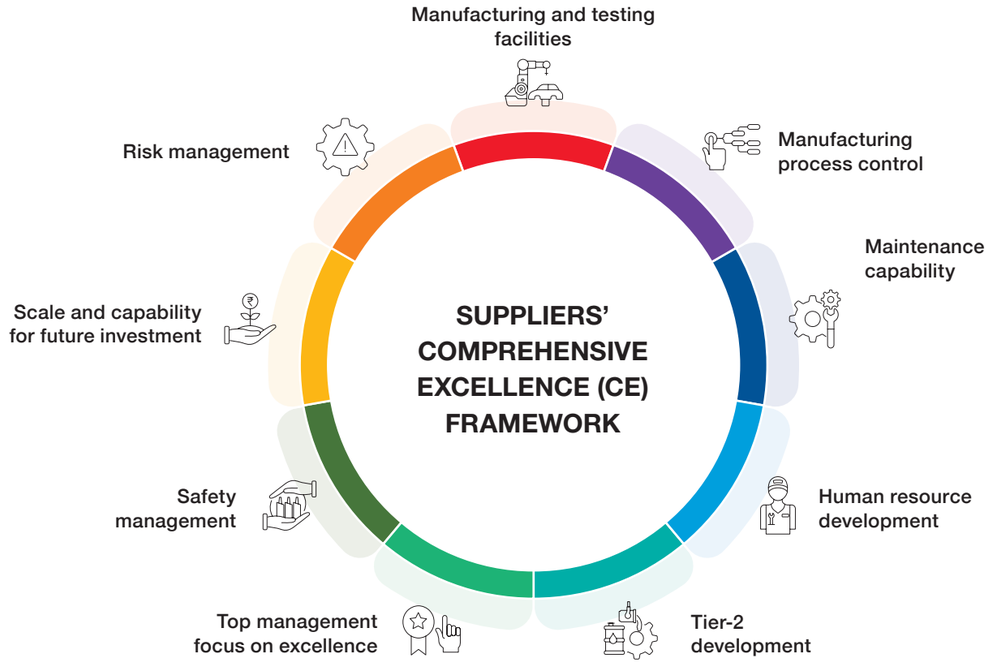


SUPPLY CHAIN EXCELLENCE FRAMEWORK

A multi-pronged approach is followed to ensure a sustainable supply chain. The Company has implemented several supplier monitoring and upgradation programmes in the key areas of quality, safety, human resource management, finance, and risk management, among others. Through these programmes, awareness is spread, and partners are provided with adequate guidance, support and training to help them meet the standards. Performance against these standards is monitored at periodic intervals.

The Company has implemented a Comprehensive Excellence (CE) framework, under which the Tier-1 component suppliers are holistically assessed on 9 sustainability pillars, while meeting the growing business needs. Assessments of supplier plants are carried out on all CE pillars in a planned manner.

To promote the sustenance of good performance by suppliers, the CE framework rating system has been made dynamic. The suppliers are monitored at periodic intervals and any dip in performance leads to temporary downgrading of supplier ratings. Tier-2 suppliers system up-gradation activities are also carried out, with the help of Tier-1 suppliers.



Sustainable Supply Chain

SAFETY PROGRAMME

The existence of any safety concerns at the suppliers' plants is a major risk to human life and property damage and can also impact the Company in terms of business continuity.

Fire has been identified as a major risk. Hence, the Company has implemented a fire safety programme to help Tier-1 suppliers reduce fire risks. The programme focuses on preparedness and the ability of supplier plants to manage routine fires and respond to emergency situations. The Company is continuously working with its supplier partners to implement and sustain appropriate fire safety practices and maintenance of infrastructure at their plants. In spite of few fire accidents at supplier plants during the reporting period, there were no loss of lives or supply disruptions to the Company.

The Company also takes occupational health and safety seriously and encourages its suppliers to adopt safety management systems in line with the ISO 45001 standards. Currently, the majority of our Tier-1 suppliers are ISO 45001 certified.

Furthermore, the Company encourages its Tier-1 suppliers to focus on mapping and mitigating the associated safety risks at their suppliers.

GREEN INITIATIVES IN SUPPLY CHAIN

The Company has in place Green Procurement Guidelines (GPG), based on which it ensures that Tier-1 suppliers are informed about the Substances of Concerns (SOC) control requirements. Through GPG, the use of globally recognised SOC in parts, accessories, raw material and direct consumables is restricted to acceptable standards.

The Company monitors and encourages the adoption of the Environmental Management System among Tier-1 suppliers. Majority of local component suppliers having manufacturing facilities in India are ISO 14001 certified. SOC Management and EMS adoption is further enforced down the value chain to the Tier-2 suppliers, through the Tier-1 suppliers.

Conservation of raw material is another key element towards building a sustainable supply chain. Improvement of yield across various component categories is done based upon SMC's philosophy of 'smaller, fewer, lighter, shorter, and neater.

The Company also promotes the use of renewable energy and encourages its suppliers to expand the use of renewable energy. Additionally, the Company supports its suppliers to improve energy efficiency by engaging MACE (Maruti Suzuki Centre for Excellence) for conducting energy audits.



Fire Safety Training

SUPPLIERS' HUMAN RESOURCE DEVELOPMENT

Industrial relations are key to business continuity in the automobile and auto ancillary industries. The crucial areas identified for improvement at suppliers' end involved top management focus, HR organisation structure, employee connect and management of unions. The Company has implemented a Vendor HR Excellence framework, which includes a structured programme to assess and develop the HR capability of supplier organisations. Various aspects related to leadership, people management practices and policies, industrial relations, shop-floor practices, statutory compliances to labour laws, organisation, and employee profile, and HSE and welfare are covered under this framework.

Detailed audits comprising leadership meetings, plant visits, focus group discussion with suppliers' employees and document reviews are carried out by the Company/third party. Based on the assessments, each supplier is recommended an action plan for improvement and is monitored accordingly.

Compliance with human rights by suppliers is given utmost importance. All suppliers have signed agreements with the Company containing clauses on compliance with statutory norms related to human rights.

All suppliers have signed agreements containing clauses on compliance with human rights norms.

BUSINESS CONTINUITY IN VIEW OF SEMI-CONDUCTOR SHORTAGE

The global automotive industry has been impacted due to semiconductor shortages due to higher demand of electronic devices and production shortage. The Company, with the support of supplier partners, is taking various measures for chip availability to ensure business continuity, such as:

- Advance volume information sharing with semiconductor suppliers
- Safeguard production volumes uncertainties with inventory management at supplier end in line with the Company guidelines
- For efficient semiconductor usage, the Company is working with SMC for design optimisation of chips used in vehicles
- Semiconductor availability maximisation via market buying and identification of alternative suppliers



DOJO Training Centre

People Practices

The Company relies fundamentally on human capital, its most valued asset, for the execution of business activities and subsequent creation of value for customers, and other internal and external stakeholders. It firmly believes in attracting, developing, and retaining competent people, promoting safe work practices, equal opportunity, employee welfare, continuous engagement, and harmonious industrial relations.

OCCUPATIONAL HEALTH AND SAFETY

The Company regards occupational health and safety as a high-priority business objective and a fundamental value to be always upheld by all people who work at its premises, to ensure that they return home safely at the end of each workday. Inspired by SMC's philosophy 'All incidents are avoidable', strong technical and administrative systems have been developed to minimise risks and ensure safety and well-being of the workforce.

Safety Governance

Plant-level safety committees, constituted as per statutory requirements, promote cooperation and dialogue between workers and the management on occupational health and safety matters. Additionally, multi-tiered safety committees serve to strengthen the Safety Management System and oversee its implementation.

Safety Committees
Central Level Chaired by MD and CEO
Vertical Level Chaired by vertical heads
Divisional Level Chaired by divisional heads

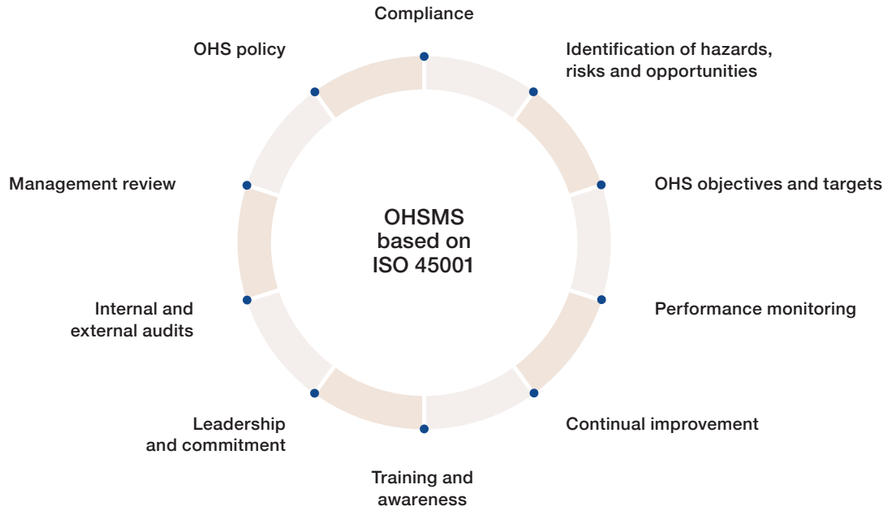
Occupational Health and Safety Management System

Occupational Health and Safety Management System (OHSMS), in line with requirements of ISO 45001, has been implemented. More than 200 safety ambassadors and departmental coordinators were involved in the implementation of OHSMS. All employees are engaged to create a culture of risk awareness and accident prevention and are involved in identification and reporting of hazards and potentially hazardous situations.

The Company's manufacturing facilities in Manesar and Gurugram, Rohtak R&D Centre at Rohtak and Corporate Office in Delhi are ISO 45001 certified. To ensure efficient functioning of internal processes and controls, the OHSMS is subject to internal and external audits as per IS 14489.

Identification, assessment, elimination, and control of hazards in the workplace are critical components of OHSMS. The Company follows a comprehensive set of hazard identification and risk assessment (HIRA) guidelines, which are aligned to ISO 45001 as well as applicable legal requirements. For non-routine activities, KY (Kiken Yochi) is used to determine hazards and identify control measures before start of work. Additionally, the KY process is also carried out at scheduled intervals at shop floors where employees spend time identifying hazards and controls measures at their workstations.

Safety audits are carried out at a pre-determined schedule as per ISO 45001 and IS 14489, besides safety patrolling and inspections.



Safety Communication and Training

All employees, right from the shop floor up to the top management, are trained to execute their work in a safe and responsible manner. Employees are encouraged to follow the principle of Ho-Ren-So (timely reporting, communication, and consultation) to avert mishaps at work. The occupational safety policy and basic safety principles are displayed across all work locations. Safety ambassadors from all areas are trained in the process of HIRA. Safety messages from top management are circulated periodically to remind employees of their responsibility to demonstrate safe working practices and behaviours.

The safety policy encourages reporting of incidents, which are investigated using root cause analysis techniques such as 5-why analysis, 3G and Ishikawa diagram. Post investigation and analysis, information regarding incidents is circulated to departmental managers and safety ambassadors, in the form of causal factors, key learnings and action plans. Learnings from incidents within the Suzuki group are translated into safety alerts, work instruction sheets and training modules.

OCCUPATIONAL SAFETY TRAINING HOURS

Employee category	Training person-hours
Regular employees	54,907
Non-regular employees	89,194



Safety Month

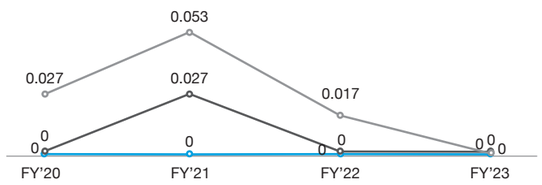
People Practices

Safety Performance

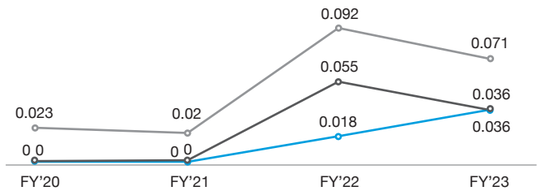
REGULAR EMPLOYEES	FY 2019-20	FY 2020-21	FY 2021-22	**FY 2022-23**
Fatalities due to work-related injuries	0	0	0	**0**
Recordable work-related injuries	1	2	1	**0**
Lost time injuries	0	1	0	**0**

NON-REGULAR EMPLOYEES	FY 2019-20	FY 2020-21	FY 2021-22	**FY 2022-23**
Fatalities due to work-related injuries	0	0	1	2
Recordable work-related injuries	1	1	5	4
Lost time injuries	0	0	3	2

(per million person hours worked)



(per million person hours worked)



Fatality rate Recordable work-related injury rate Lost-time injury rate

Safety Campaigns

To create awareness on road safety, employees were sensitised on responsible driving behaviour through engagement initiatives such as defensive driving training for two-wheeler commuters, road safety quiz and sharing of learnings from accidents.

The 52nd National Safety Month was observed from 4th March 2023 to 3rd April 2023. During this month, various safety awareness activities like safety coordinators engagement, safety quiz, safety skit, Kaizen competitions and knowledge-sharing sessions were conducted.

Activities during 52nd Safety Month



HUMAN RESOURCES

The Company considers employees as its most valued asset and a key contributor to its success in the last four decades. With the aim to create the best place to work, maintain an employee centric culture and prepare a future ready workforce, the HR function constantly works on identifying new possibilities for policy, and process improvements.

Despite the decline in spread of COVID-19, the HR function continued to focus on well-being of the employees. The Company tracked vaccinations of its employees and their family members and achieved vaccinations for all regular and non-regular employees across the Company.

Employee Well-being

In the post-pandemic scenario, with the vision of "Sickness to Wellness to Happiness", the HR function implemented various initiatives to ensure employees' physical and mental well-being. Surveys were done to ascertain the happiness quotient of employees, followed by psychological/ mental counselling sessions and classroom training. For physical well-being, the HR function introduced quarterly mass engagement activities, such as Stepathlon and Marathon challenges. In addition, during the year, continuous efforts have been made to improve the medical assistance for employees. The Company reinvented its annual medical health checkup programme to make it more creative and engaging, which resulted in an increase in employee participation.



Women's Day Celebration at MSIL

Diversity of Workforce

The Company's diverse workforce, comprising different age groups, genders, intellectual abilities, and professional backgrounds, has played a key role in fostering innovation and enhancing productivity, leading to competitive advantage and sustained market leadership over the years. As of 31st March, 2023, the Company had 38,299 employees, including 16,875 regular and 21,424 non-regular employees working at various offices and manufacturing facilities. Among the regular employees, 19 were differently abled.

38,299
Employees

16,875
Regular employees

19
Differently abled regular employees

21,424
Non-regular employees

People Practices

BREAK-UP OF REGULAR EMPLOYEES BY AGE GROUP AND GENDER

Category	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23						Total
				<30 years		30-50 years		>50 years		
				Male	Female	Male	Female	Male	Female	
Top and senior management	214	230	226	0	0	125	3	114	2	**244**
Mid management	334	339	367	3	0	346	5	68	3	**425**
Junior management	6,285	6,446	6,481	1,930	191	4,346	261	217	5	**6,950**
Supervisors	3,367	3,259	3,414	1,877	106	1,210	28	363	1	**3,585**
Associates	5,745	5,751	5,771	143	0	5,073	2	444	9	**5,671**
Total	**15,945**	**16,025**	**16,259**							**16,875**

BREAK-UP OF NON-REGULAR EMPLOYEES

Category	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Apprentices	2,065	2,160	2,985	3,242
Temporary workers	4,137	7,249	7,989	5,720
Student trainees	3,088	3,370	3,564	3,708
Outsourced employees	8,047	8,352	8,490	8,754
Total	**17,337**	**21,131**	**23,028**	**21,424**

The Company, based on its commitment towards equity, is working progressively towards implementation of initiatives around gender diversity and inclusion. One such initiative is the implementation of Women in Network, Growth and Success (WINGS), a gender diversity and inclusion programme for the empowerment of women at work and promotion of an inclusive work environment. Such initiatives, recognitions and advancement are helping the workplace become more woman friendly.



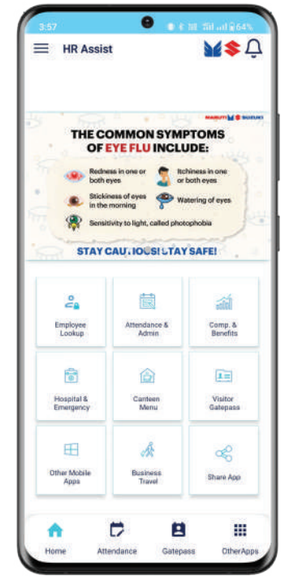
Azadi Ka Amrit Mahotsav Celebration

Digital Transformation

The Company continued its focus on the improvement of human resource management systems using digital technologies to bring in more innovation, agility and operational excellence as well as to create value for the employees.

Digital platforms are available to employees for grievance redressal and asking queries on HR policies. HR Assist mobile app, which helps employees to manage leaves, employee lookup, payroll and visitor gate pass on the go, was upgraded during the reporting period to improve user experience.

A platform called SAP Success Factors Employee Central Module NEEV (Nurturing Employee Experience and Value) helps to centrally maintain and dissipate employee-related information as well as provide self-service features for employees. The platform is integrated with various human resource processes of the organisation, such as hiring and separation process, performance management, learning management, rewards and recognition, succession planning, hospitalisation system and will be integrated with payroll thereby providing better experience over the entire employee lifecycle.



HR Assist Mobile App

Employee Remuneration

The Company is committed to equitable pay for work that is of equal value, skill and responsibility. Pay scales are developed as per industry remuneration practices and constantly reviewed to provide maximum value to the employees.

All employees are being paid more than the minimum wages stipulated by local authorities. Over the years, the gap between remuneration of managing director and the median remuneration of regular employees has reduced.

REMUNERATION RATIO FOR REGULAR EMPLOYEES (FEMALE TO MALE)

FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23	
Fixed	**Fixed & bonus**	**Fixed**	**Fixed & bonus**	**Fixed**	**Fixed & bonus**	Fixed	Fixed & bonus
1.03	1.04	1.07	1.03	1.01	1.02	0.99	1.00

RATIO OF COMPENSATION BETWEEN HIGHEST-PAID INDIVIDUAL AND EMPLOYEES

Ratio of the annual total compensation of Managing Director to the median annual total compensation for all regular employees	FY 2019-20	FY 2020-21	FY 2021-22	**FY 2022-23**
	39.07	34.11	31.17	29.39

People Practices

Employee Benefits

- Medical reimbursement policy for regular employees, their dependents and non-dependent parents
- Coverage of contractual employees under the Government's Employees' State Insurance Corporation's social security and health insurance schemes
- Life insurance, healthcare, disability coverage and retirement benefits
- Post-retirement medical benefits for superannuating employees and their spouses
- Superannuation planning workshops
- Provision to extend maternity leave up to six months beyond the statutory entitlement
- Housing township for employees at Dharuhera, Haryana
- Creche facilities

To adapt to the changing aspirations and dynamics of a modern workforce, during the year the Company introduced new policies regarding work from home, flexible working hours, and smart casual dressing. Additionally, the Company also provides other social security provisions such as employee deposit linked insurance scheme, death relief fund, and compensation on compassionate grounds to the affected employees.



Maruti Suzuki group housing

42

Female employees who took maternity leave

34 out of 34

Women employees who returned to work after maternity leave ended

33 out of 36

Women employees whose maternity leave ended during FY 2021-22, and were still employed as on 31st March 2023

*As on 31st March, 2023

Industrial Relations

The Company respects the right of employees to form and join a union. MSIL officially recognises three employee unions: One each at its Gurugram facility, Manesar vehicle manufacturing facility and Manesar Powertrain facility. These are internal and independent labour unions and elections are held as per union by-laws. The unions' representatives and the management regularly engage with each other through constructive dialogue and collective bargaining. Wage revision is done once in every 3 years in accordance with a shared charter. Nearly 100% of workers are represented by the unions.

The cornerstones of the Company's connection with employees are transparency and trust. Strong connections have been established with employees across all levels, through a continuous two-way communication process coupled with a robust grievance redressal mechanism.

ENGAGEMENT WITH UNIONS AND SHOP FLOOR EMPLOYEES

Engagement Channel	Frequency
Meeting of Managing Director with union representatives	Monthly
Meetings of Production and HR top management with union representatives	
Meetings of Production and HR functions with union representatives	
Interactions of Production and HR functions with shop floor employees	Ongoing basis
Dedicated grievance redressal helpdesk 'Samadhan' for shop floor employees	Weekly

Talent Acquisition and Retention

During FY 2022-23, 1,444 regular employees were recruited, while 827 employees separated from the Company. The attrition rate for regular employees stood at about 4.9% during the same period.

NEW HIRES BY AGE GROUP AND GENDER

Category	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23						Total
				<30 years		30-50 years		> 50 years		
				Male	Female	Male	Female	Male	Female	
Top and senior management	4	1	6	0	0	0	0	1	0	1
Mid management	21	15	18	3	0	49	0	15	0	67
Junior management	463	351	499	751	83	97	15	0	0	946
Supervisors	112	115	439	393	25	11	0	0	0	429
Associates	2	27	42	1	0	0	0	0	0	1

TURNOVER* BY AGE GROUP AND GENDER

Category	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23						Total
				<30 years		30-50 years		> 50 years		
				Male	Female	Male	Female	Male	Female	
Top and senior management	19	16	23	0	0	5	0	13	0	18
Mid management	25	28	38	0	0	21	1	13	0	35
Junior management	436	325	641	312	38	278	41	41	1	711
Supervisors	42	39	46	28	2	6	2	7	0	45
Associates	27	21	22	1	0	5	0	11	1	18

*Employees who left the Company on account of resignation, retirement, death in service and others

People Practices

Performance Management

The Company follows a merit-based process for the career progression of employees. Based on business requirements, all employees are assigned clearly articulated and documented goals for performance, through discussion with respective reporting managers. All regular employees at the level of supervisors and above, barring engineering trainees and new recruits who joined outside the appraisal period, received performance appraisal during the reporting period.

LEARNING AND DEVELOPMENT

The Company constantly improves its learning and development practices to meet the changing needs of the business and its workforce. This equips the workforce with appropriate knowledge and skill sets and prepares them for future business needs and challenges. Support is extended to suppliers and dealers in capacity building of their workforce. Investment for training of value chain partners plays a significant role in enhancing business outcomes and customer experience.

Training Programmes for Employees

The learning and development strategy is aimed at creating a dynamic talent pipeline, capable of supporting the Company to meet evolving business challenges in the long run. With significant hiring at the entry level, there is a strong focus on nurturing young talent with requisite technical and behavioural skills, along with culture building. This is coupled with their involvement in cross-functional teams for challenging projects and stretch role assignments, thereby preparing them for future leadership roles.

Maruti Suzuki Training Academy (MSTA), the training arm of the Company, implements a comprehensive learning and development framework that enables the identification of skill gaps and providing structured band-wise training programmes, covering behavioural, technical, and functional themes. Technical training is decided in consultation with the departments. Training in Japanese language and culture is also imparted on need basis. The Maruti Suzuki Finishing School, the Centre of Excellence, and the Technical Training Centre provide shop floor personnel and trainees with hands-on technical and multi-skilled training.

To ensure the development of its employees, the Company identifies learning gaps through an online development centre and designs capacity-building interventions accordingly.

Technical

- Advance DFMEA
- Deep Analysis and Statistical Techniques
- NABL-ISO/IEC 17025
- Measurement System Analysis
- Energy Saving
- EV Handling and Safety
- Industry 4.0 Training

Behavioral

- Digital for Innovation and Transformation
- Problem Solving and Conflict Management
- Ownership and Accountability
- Conceptual Thinking and Analytical Ability
- Agility and Learnability
- Team Building

Functional

- Data Analytics
- Financial Acumen
- Interviewing Skills
- IR Capability Development
- Networking and Partnership
- Negotiation Skills

Health and Wellness

- Health talk on Hypertension
- 'No Tobacco Day'
- Dengue and Air Pollution
- Mental Health
- Health talk on 'World Stroke Day'
- Health talk on Diabetes
- Cervical Cancer Awareness

Training Hours by Employee Category

REGULAR EMPLOYEES



NON-REGULAR EMPLOYEES



Training of Value Chain Partners

To ensure quality of products and services, the Company focuses on training and skill enhancement of its value chain manpower. With an objective of making suppliers self-reliant, the organisation focuses on supplier manpower training and skill enhancement by guiding establishment of DOJO training centres at its suppliers. The centres focus on skilling and re-skilling the workforce on aspects of quality, safety and productivity. New workers are trained and assessed before joining work and only qualified workers are sent to the shop floor. This initiative plays a significant role in preventing quality issues in parts due to human error. Online quality communication meetings with suppliers are conducted to share the Company's quality expectations as well as good practices.

To ensure standardised quality of service and enhance the skill sets, the Company imparts digital training to service staff through the latest technologies on a continual basis. To increase the reach to Workshop Manpower, last-mile technician and optimise their travel time and cost, the team is broadcasting training digitally through its 15 Service Broadcasting Centers.

The Company has dedicated learning and development interventions for dealership staff that aim at improving their productivity and enhancing customer experience. Training programmes are designed keeping in view business needs and leading practices across industry.

During the reporting period, a blended training approach, comprising instructor-led classroom training, online training, and self-learning on digital platform, was adopted to train over 42,000 dealership sales staff. Sales Leadership Programmes were conducted for senior management of dealerships in partnership with leading business schools. Additional platforms such as NEXA Academy, Arena HROS, NEXA Cares Index, Sales Aptitude Tests and Skill Evaluation for employee development were established to achieve the objective of people and process improvement. Feature Based Selling XCEED, NEXtech and Practice to Perfect were introduced as learning techniques that emphasised practical situation-based training through role playing and on-car demonstrations.

In FY 2022-23, the Company inaugurated a Tool & Die Training Facility at COE Polytechnic Manesar. The facility is utilised for skilling Polytechnic Manesar diploma students of tool and die design, who can be placed in the Company and its value chain in tool rooms. With the aim to make youth employable and industry ready, the Company introduced the course Diploma in Mechanical Engineering with specialisation in 'Tool & Die Design', approved by the All-India Council for Technical Education (AICTE). The course is conducted in collaboration with the Haryana State Board of Technical Education (HSBTE).



Operational Eco-Efficiency

The Company's Environmental and Energy policy conveys its commitment towards continual reduction of CO_2 emission, practice 3R (Reduce, Reuse, and Recycle) for sustainable use of natural resources and working beyond compliance requirements. The Company has continued its drive towards energy conservation with a focus on efficiency improvement and renewable portfolio. Environment Management System based on ISO 14001 has been implemented at the Gurugram, Manesar and Rohtak facilities, which is certified externally. To improve operational eco-efficiency, initiatives on energy and water conservation, renewable energy deployment and recycling have been undertaken.

ENERGY AND EMISSIONS MANAGEMENT

Energy is one of the critical inputs to the production process of the Company. A major share of its energy requirement is met through captive natural gas power plants and grid power.

The Company is steadily increasing the share of solar power in its energy portfolio. In FY 2022-23, the total installed capacity of captive solar plants across all manufacturing facilities was increased to 26.3 MWp. The share of captive and sourced renewable electricity consumption increased from 5.6% in FY 2021-22 to 6.9% in FY 2022-23. The output of the solar plants is synchronised with other power sources to collectively cater to internal energy needs. Opportunities for further expansion of renewable energy share in its overall energy mix are being explored.

Purchase of renewable energy through grid green tariff mechanism started at Gurgaon and Manesar facilities. A total of 9,003 MWh of green energy has been purchased resulting in a reduction of 6,392 tCO_2.



Carport-type Solar Powerplant

ENERGY USE BY TYPE (GJ)

Energy Use		FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Energy Inputs	Natural Gas*	5,864,677	3,353,771	3,735,072	3,751,210
	High Speed Diesel (HSD)*	67,053	73,896	25,402	37,029
	Liquefied Petroleum Gas (LPG) and Propane	22,282	24,759	26,221	97,177
	Gasoline	28,334	28,179	42,543	52,013
	Solar	8,676	32,468	91,863	103,283
	Purchased electricity	404,593	884,036	919,620	1,081,037
Electricity supplied to MSIL's vendors		94,957	37,602	34,987	35,243

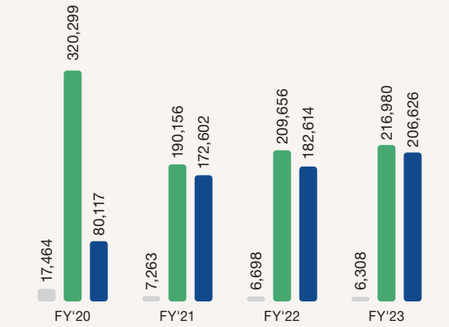
* Energy inputs are inclusive of fuel used (natural gas and HSD) to generate electricity for supply to the Company's vendors located in vendor parks at Gurugram and Manesar

ENERGY INTENSITY (GJ/Vehicle manufactured)



Note: Excludes energy consumed for (a) manufacturing engine and other auto parts for Suzuki Motor Gujarat Private Limited and Suzuki Motorcycles India Private Limited (b) supplying electricity to the Company's vendors located in vendor parks at Gurugram and Manesar

GREENHOUSE GAS (GHG) EMISSIONS BY TYPE (tCO_2e)



- From energy consumed for generating electricity for supply outside the company (Scope 1)
- From energy consumed for Company's own operations (Scope 1)
- From purchased electricity (Scope 2)

Note: Scope 1 and Scope 2 emissions are calculated on the basis of the Intergovernmental Panel on Climate Change (IPCC) 2006 Guidelines for National Greenhouse Gas Inventories and User Guide (Version 18.0) of Central Electricity Authority (Ministry of Power, Government of India).

GHG INTENSITY (tCO_2e/Vehicle manufactured)



Note: Excludes GHG emissions from energy consumed for (a) manufacturing engine and other auto parts for Suzuki Motor Gujarat Private Limited and Suzuki Motorcycles India Private Limited (b) supplying electricity to the Company's vendors located in vendor parks at Gurugram and Manesar

Capital investment in FY 2022-23 towards energy conservation is mentioned in Annexure-D of the Board's Report (page 175). Key energy-saving initiatives undertaken in the reporting period include:

- Installation of Hot water generator in painting shops of Manesar to substitute steam usage in process resulting estimated saving of 480 tCO_2
- Identification and rectification of compressed air leak points in pneumatic systems, which corresponds to 2.8% of the year's air consumption
- Upgradation of inefficient pump sets, motors with energy efficient pump motor sets in Gurgaon and Manesar plant resulting in estimated reduction of 375,121 kWh (269 tCO_2)
- Reduction in cooling tower running by installing separate cooling system at Gurgaon plant resulting in estimated reduction of 34,008 kWh (25 tCO_2)

~ 7,800tCO_2

Reduction of annual emission through energy-saving measures

The Company is committed to eliminate the use of Ozone-Depleting Substances (ODS) at its facilities by the year 2025, which is well ahead of the regulatory timeline of 2030. It is gradually reducing its inventory of R-22, which is currently contained in condensers, chillers, and air-conditioning units, and intends to procure equipment with only non-ODS refrigerants. During 2022-23, there was a 49% reduction in total ODS inventory compared to the previous year.

ODS (R-22) INVENTORY (Tonnes of refrigerant)



Operational Eco-Efficiency

WATER AND WASTEWATER MANAGEMENT

Acknowledging the stress on groundwater resources in the areas of its operations in Haryana, the Company ensures that consumption of ground water is kept to a minimum. Across its manufacturing s and R&D facilities, the Company has not withdrawn any quantity of groundwater in the last two years. The primary source of water is canal, which is supplied by the concerned government authorities.

The Company's commitment towards improving its water footprint is demonstrated by its zero-water discharge initiative. The entire volume of wastewater from Gurugram, Manesar and Rohtak facilities is treated through in-house Effluent Treatment Plants (ETP) and Sewage Treatment Plants (STP) and recycled for process and horticultural purposes respectively, thereby keeping it in a closed loop within the facilities. It has upgraded the existing Sewage Treatment Plants (STPs) at its Gurgaon, Manesar, and Rohtak facilities to enhance treated water quality.

3.77 million m^3

Water recycled across manufacturing facilities in FY 2022-23

Zero

Ground water withdrawal practiced at manufacturing and R&D facilities

CANAL WATER SOURCED (m^3)

FY'23	**2,052,071**
FY'22	1,747,091
FY'21	1,622,161
FY'20	1,924,243

WATER WITHDRAWAL INTENSITY (m^3/Vehicle manufactured)

FY'23	**1.65**
FY'22	1.56
FY'21	1.51
FY'20	1.64

Note: TDS<=1,000 mg/L



ETP at Manesar Facility



STP at Gurugram Facility

WASTE MANAGEMENT

The Company follows the Reduce, Reuse, Recycle (3R) principle of waste management. Handling, storage, and disposal are carried out after proper segregation according to the waste type. A major portion of the hazardous waste, such as process and ETP sludge, is sent to the cement industry for co-processing. The remaining portion of the hazardous waste, including used oil, contaminated barrels, and cloth, is sent to authorised recyclers. Non-hazardous waste generated from manufacturing processes such as metallic scrap is sent to recyclers for recycling.

Zero

Operational waste to landfill practiced at manufacturing and R&D facilities

HAZARDOUS WASTE SENT TO CEMENT INDUSTRY FOR CO-PROCESSING (Tonnes)

FY'23	**14,442**
FY'22	13,305
FY'21	11,569
FY'20	12,713

HAZARDOUS WASTE SENT TO AUTHORISED RECYCLERS (Tonnes)

FY'23	**4,857**
FY'22	4,284
FY'21	4,126
FY'20	4,748

METALLIC SCRAP SENT FOR RECYCLING (Tonnes)

	Scrap sent to material suppliers for recycling	Scrap sent to other recycling vendors
FY'20	22,994	71,526
FY'21	19,027	65,343
FY'22	21,853	67,813
FY'23	29,307	74,609

NON-HAZARDOUS WASTE SENT FOR RECYCLING (Tonnes)

FY'23	**138,618**
FY'22	126,165
FY'21	111,516
FY'20	129,110

Note: The reported waste data does not include the amount of construction and demolition and Bio-medical waste.

Operational Eco-Efficiency



Dry-washing of Cars

RESOURCE CONSERVATION AT WORKSHOPS

The Company focuses on protecting the environment and natural resources by adopting various diverse initiatives and efficient eco-friendly solutions at service workshops with continuous support from the dealer partners.

Automatic Car-washing System

Automatic car washing and underbody car washing systems have led to a nearly 20% reduction in water consumption and better washing quality.

WORKSHOP COVERED (No.)

FY'23	**1,474**
FY'22	1,402
FY'21	1,292
FY'20	1,262
FY'19	1,174

Dry Wash Adoption

In FY 2022-23, approximately 1,800 million litres of water were saved due to adoption of dry wash technology for washing vehicles at workshops.

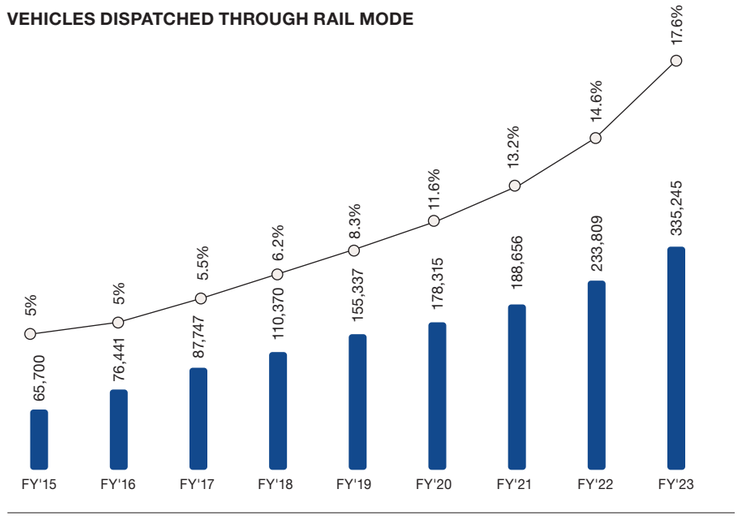
GREENER LOGISTICS

The Company strives to improve its environmental performance and a key area of focus to minimise the impact of logistics operations. The share of vehicle dispatch through rail mode has steadily increased. The Company uses specially designed rakes, which it owns, to dispatch vehicles to dealer destinations across the country and to gateway ports for exports. Over 1.4 million vehicles have been dispatched through rail mode by 31st March 2023. During the reporting period, over 335,000 vehicles, constituting 17.6% of the total vehicles sold, were transported by rail. This is the highest volume of rail dispatch by the Company in any fiscal year, and is around 43% increase over rail dispatches made in FY 2021-22. This has resulted in avoiding around 1,800 tonnes of CO_2 emissions and saving over 50 million litres of fuel during the year. The Company further aims to increase the contribution of railway dispatches and hence is developing railway sidings at Manesar plant and Gujarat sales and distribution facility.



Vehicle Transportation through Railways

VEHICLES DISPATCHED THROUGH RAIL MODE



Railway Volumes
Rail Share (%)

During the year, the Company increased the line speed at Mundra Port's PDI yard from 3.33 m/min to 3.6 m/min resulting in saving over 17,000 KL of water.

~ 335,000

Vehicles transported through rail in FY 2022-23

Corporate Social Responsibility

The Company's CSR initiatives aim to create social value for the local community and society at large. CSR activities focus on strategic areas: Community development, Skill development and Road safety. CSR programmes are conceptualised to address the pressing national issues in the above-stated themes and are aligned with the social development priorities of the country. The Company's CSR activities are steered by the CSR Committee, and all the projects are monitored and reviewed by the Committee for their impact on the beneficiaries. A third-party impact assessment study is also carried out for the flagship projects.

COMMUNITY DEVELOPMENT

Community development projects are currently undertaken in 26 villages in Haryana and Gujarat. The Company recognises that rapid industrialisation in these areas has led to an influx of people and increased pressure on the already overburdened local bodies. Therefore, it has taken various initiatives to help bridge the gap in terms of resources and facilities for the people residing in these areas.

Through its community development initiatives, the Company aims to provide better healthcare, education, water, sanitation, and infrastructure facilities to improve the quality of life for the local communities.

Among the various community development initiatives, the latest initiatives which have been creating a significant positive impact are a state-of-the-art multi-specialty hospital and a fully equipped English medium school in Sitapur, Gujarat.

Multi-Speciality Hospital, Sitapur

A multi-speciality Hospital was set up at Sitapur, Gujarat in partnership with Ramanbhai Foundation, a philanthropic arm of Zydus group, Ahmedabad. The hospital's primary objective is to improve the affordability and accessibility variety of healthcare services to neighbouring communities. As a symbol of quality healthcare provider, the Hospital was accredited with NABH (National Accreditation Board for Hospitals & Healthcare Providers) certification and was recently conferred with gold quality certification by the Quality Council of India (QCI).



Multi-Speciality Hospital (exterior), Sitapur, Gujarat

60,000+
Patients treated

2,000+
Surgeries performed at multi-speciality hospital in Sitapur

The hospital is equipped with state-of-the-art medical facilities, including modern medical equipment and provides advanced clinical facilities such as General medicine, General surgery, Orthopaedics, Trauma, Obstetrics, Gynaecology, Paediatric, Pulmonology, Urology, Nephrology, Ophthalmology, ENT, Dermatology, Dental, Radiology, Pathology, Physiotherapy, Dialysis etc.

The hospital improved the accessibility of healthcare services to people who previously had to travel long distances to access quality secondary and tertiary medical care. To serve the low-income group population, the hospital is empanelled with Ayushman Bharat Pradhan Mantri Jan Arogya Yojana (AB PMJAY).

During FY 2022-23, the hospital has been instrumental in addressing the healthcare needs of more than 39,000 people through Out-patients care and more than 3000 people through in-patient care covering the nearby villages. Since inception, more than 60,000 patients have been treated and over 2000 surgeries were conducted. To further improve the specialty services in the cardiology area, a Cath lab facility has been set up in March 2023. It has a team of highly skilled and experienced doctors, nurses, and other healthcare professionals who provide round-the-clock care to patients.

The hospital also demonstrated commendable efforts in providing treatment to over 170 dengue patients between July 2022 and September 2022. The outbreak of dengue posed a significant health challenge in the community, and the hospital swiftly mobilised its resources to cater to the increasing number of patients. In addition to providing quality medical treatment, the hospital has also conducted more than 30 health camps to promote preventive healthcare and healthy living.

Multi-Speciality Hospital (interior), Sitapur, Gujarat









Neonatal Care Unit



One of the Children born in the Hospital



Corporate Social Responsibility

Maruti Suzuki Podar Learn School at Sitapur, Gujarat

The Company has set up a school at Sitapur, Gujarat in partnership with Podar Education Network to provide quality education to children of nearby villages. The school focuses on the holistic development of children by imparting best academic practices and inculcating moral values, discipline, and ethics.

The school is equipped with the latest technologies like interactive flat panels (smart boards), visualisers, 3D printer, etc. to facilitate learning. Students are encouraged to participate in activities beyond the normal school day. They are given a wide variety of choices in sports and hobbies and trained coaches were assigned to the students in their areas of interest. To enrich their overall learning, the students were given the opportunity to participate in curated educational tours to various destinations close to the school.

During FY 2022-23, the school was upgraded from primary standard to middle and around 330 students were studying in the school. In addition to regular academic classes, the Japanese Life Skill Programme was launched in the school in association with Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan to train teachers who will, in turn, impart Japanese life skills to the students.



Students of Maruti Podar Learn School



Extracurricular Activities Promoted at Maruti Suzuki Podar Learn School

Village Development Project

The Company has been actively engaging in village development projects focused on water, sanitation, village infrastructure, and other similar crucial areas. These projects are tailored to address the specific needs of local communities and are implemented in different phases.

Over the years, the Company has successfully undertaken initiatives such as setting up water ATMs at the community level and constructing household toilets, which have brought continuous benefits to the community members. These interventions have significantly improved access to clean drinking water and sanitation facilities, positively impacting the health and well-being of the villagers.

16 tonnes

Domestic waste collected from 8,500 households daily

During FY 2022-23, the Company extended its village development efforts by undertaking specific activities that include the construction of paver streets, maintenance of sewer lines, and other initiatives aimed at enhancing the overall quality of life in the villages. Also, as an ongoing effort, support for door-to-door household waste collection and sweeping is provided in the nearby villages. Through the waste collection activity, more than 16 tonnes of domestic waste are collected from around 8,500 households daily. These activities are strategically designed to address critical infrastructure needs and contribute to the development of the project villages.

The Company's village development projects demonstrate its deep commitment to creating a positive impact on the lives of people residing in rural areas. Through its comprehensive approach, the Company strives to uplift the socio-economic conditions of the villagers, foster community empowerment, and promote a better quality of life.

SKILL DEVELOPMENT PROJECTS

The Company aligns with the Government of India's 'Skill India' mission and has taken up a set of well-established skill development programmes. The programmes focus on enhancing the employability of the youth and provide 'Earn While You Learn' opportunities to the students.

In its endeavour to promote skill development, the Company adopts a holistic approach to impart high-quality vocational training to enhance the capabilities of individuals and create a skilled and industry-ready workforce.

One of the key initiatives focuses on improving the infrastructure and capacity of trainers of existing Industrial Training Institutes (ITIs). By enhancing the infrastructure, the Company aims to provide a conducive learning environment for students, equipped with modern tools and equipment necessary for skill development. Additionally, the Company ensures that trainers at these ITIs receive specialised training to enhance their teaching skills and stay updated with the latest industry practices.

To further strengthen its engagement with students, the Company has established the Japan-India Institute for Manufacturing (JIM). These institutes serve as a platform to provide comprehensive training, incorporating theoretical knowledge and practical experience.

Recognising the importance of skilled manpower in the automobile service trade, the Company has also taken the initiative to establish Automotive Skill Enhancement Centers. These centers focus on improving the quality of manpower by providing specialised training in automotive servicing, maintenance, and repair. By upskilling individuals in this sector, the Company contributes to the overall development of the automobile service industry.



ITI Students Undergoing Assembly Basic Course

Corporate Social Responsibility

Japan-India Institute for Manufacturing

Japan-India Institute for Manufacturing (JIM) is a flagship skill development initiative of the Company. Through JIM, students have the opportunity to learn advanced manufacturing techniques and efficient shop-floor management practices based on Japanese manufacturing principles. The JIM serves as a pathway for students to enter the manufacturing industry with the requisite skills and knowledge. It is a testament to the collaborative efforts between the Governments of India and Japan in fostering skill development and promoting excellence in the manufacturing sector. The Company has set up 3 JIMs– two in Gujarat and one in Haryana.

1,400+

Students have been trained at Japan-India Institute for Manufacturing

JIMs emphasise a hands-on approach to learning, providing students with practical training on state-of-the-art machinery and equipment. This practical experience equips them with the necessary skills and confidence to excel in the manufacturing industry. The institutes offer training courses in the domain of automobile manufacturing, maintenance, and service. The courses offered are Mechanic Motor Vehicle, Mechanic Auto Body Painting, Electrician, Welder, Mechanic Diesel Engine, Mechanic Auto Body Repair, Technician Mechatronics, Fitter and Painter General.

Unique features of JIM include a mini-vehicle assembly line, engine assembly line, safety lab, virtual welding and painting simulators that provide world-class training to students to make them industry-ready. The soft skill curriculum has been developed by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan under the guidance of the Ministry of Economy, Trade and Industry (METI), Japan.

The courses offered at JIM are recognised by National Council for Vocational Training (NCVT) and the institute is accredited by the METI, Japan.

These training offered are based on the Dual System of Training (DST), wherein students undergo paid On-Job-Training (OJT) at the industry to complement their theoretical learning offered at JIM.

During the OJT training, the students actively participate in real-world manufacturing processes gaining first-hand experience in a professional setting. The OJT training allows students to apply their theoretical knowledge, understand industry practices, and develop crucial employability skills.

Since its inception, over 1,400 students have been trained at JIMs. During the reporting period, under the DST programme, a batch comprising 434 students are undergoing On-Job-Training.

Also, during the reporting period, the third JIM at IACE (International Automobile Centre of Excellence), Gandhinagar Gujarat, received an accreditation certificate from METI (Ministry of Economic, Trade, and Industry), Japan and affiliation from the Directorate General of Training (DGT), Ministry of Skill Development and Entrepreneurship (MSDE) for four trades: Fitter, Painter General, Electrician and Mechanic Motor Vehicle.



Mini vehicle Assembly line at one of the JIM



Mini vehicle Assembly line at one of the JIM



Paint Simulator at one the JIMs



Training on Vehicle Maintenance



Training on Auto body Repair

Upgradation of Industrial Training Institutes (ITI)

The Company undertakes the upgradation of the existing government ITIs in the country by setting up skill labs and providing specialised training to ITI trainers and students. Through the skill labs, Industry-oriented training aids like Safety and MSBT Lab are provided to the ITIs to develop the students ready for production lines. Over 7,000 students across 22 adopted ITIs were trained during the reporting period.

Additionally, the Company has also set up Automobile Skill Enhancement Centres (ASECs) in 31 ITIs across India to impart specialised training on automobile service and maintenance-related trades such as Mechanic Motor Vehicle (MMV), Auto Body Repair (ABR) and Auto Body Paint (ABP). Through ASEC centres around 1,500 students were trained during the reporting period.

7,000+

Students trained at MSIL-supported ITIs

1,500

ITI students trained at ASECs

Industrial Training Institute, Tathagat

Among the Skill Development initiatives of the Company, support to ITI Tathagat is a unique CSR Initiative. The institute specifically targets local tribal youth and improves their employability skills and contributes to the socio-economic development of the local community.

ITI Tathagat is located at Darhia village, a remote and backward area of Mirzapur district and aims to improve employability and empower the youth of underprivileged and economically backward communities in the region. The Company also provides training and employment opportunities for the students of the ITI. Also, the Company supported the building a hostel complex to accommodate students and staff.



Students at ITI Tathagat

Corporate Social Responsibility

Apprenticeship Programme

Through the apprenticeship programme for Industrial Training Institute (ITI) students, over 3,000 aspiring youth from various ITIs across 17 states were trained at the Company's plant. They have been given the opportunity to engage with the Company's experts and improve their employability skills by working on the shop floor.

3,000+

Youths given apprenticeship opportunity at MSIL Plants

The apprenticeship programme helps the freshers to understand the dynamics of the manufacturing industry, familiarise themselves with industry standards and practices, and cultivate a strong work ethic. Additionally, exposure to actual workplace scenarios enhances their problem-solving abilities, teamwork skills, and adaptability.

ROAD SAFETY

The Company undertakes various road safety initiatives to support the government in making the roads safer by providing quality driving training, supporting the enforcement of traffic rules, and automating the license issuing system.

Improving Road Safety Through IDTR

To provide quality driving training and education, the Company has set up 8 Institutes of Driving and Traffic Research (IDTR) and 23 Road Safety Knowledge Centres (RSKC) in association with 6 state governments.

44 Lakh

Individuals trained and evaluated through 8 IDTRs and 23 RSKCs

The IDTRs use scientifically designed test tracks, driving simulators and a well-defined curriculum to conduct learner, refresher, and evaluation courses for drivers of light motor vehicles, heavy motor vehicles, two-wheelers, three-wheelers and forklifts. IDTRs imparted road safety education and quality driving training to varied beneficiary groups: commercial drivers, drivers employed with the State Government, police personnel, corporate employees, tribal youth, etc. The IDTRs and RSKCs have trained and evaluated over 3.76 lakh individuals during the reporting period and nearly 44 lakh individuals over the past 20 years.



Driving simulator at one of the IDTRs

Other Road Safety Initiatives

Road Safety Manual

The Company collaborated with the Transport Department, Haryana State Government to launch a road safety manual, which aims to educate the common public about road safety and safe driving. The manual covers a wide range of topics including traffic laws, defensive driving techniques, and emergency response procedures. This manual will help in promoting safe behaviour habits among road users.

First Responder Training

IDTR conducted a First responder training course for the drivers through trainers certified in trauma care. The training programme is targeted to deliver practical hands-on skills to improve survival opportunities, customised to handle trauma and injuries. First Aid training is required to make a significant contribution to the goal of reducing the number of fatalities resulting from traffic accidents. More than 3000 individuals were trained through this programme in the reporting year.



Launch of road Safety manual in collaboration with Transport Department, Haryana State Government

School Bus Driver Training

As a part of its efforts to make roads safer for school children, the Institute of Driving and Traffic Research (IDTR), conducted a training programme for school bus drivers. The programme followed the course curriculum based on the CBSE guidelines for the safety of school children. It focused on educating the drivers and attendants about the various safety parameters, road rules and CBSE guidelines.

Road Safety Awareness at Auto Expo

As a part of the Road Safety Initiative, the Company conducted a Road Safety Education Campaign at the Auto Expo 2023 to demonstrate technology-driven road safety CSR initiatives. During the Campaign, various initiatives undertaken under Road Safety education and driving training, Enforcement, Evaluation, Road Safety Awareness and Emergency response areas were demonstrated. Also, a Light Motor Vehicle (LMV) simulator was placed at the campaign to enable them to test their driving skills.

Road Safety Awareness During Road Safety Week 2023

The Company observed the Road Safety Week from 11th to 17th January 2023, to propagate the cause of safer roads for all. During this week-long initiative, various activities were organised at multiple places such as road safety awareness sessions, demonstrations, and hands-on training sessions. The sessions were conducted targeting different stakeholders such as drivers, school children, government officials, corporate employees, and other community members. The aim was to educate and sensitise people on the importance of road safety and how to adopt safe driving practices.

Corporate Social Responsibility

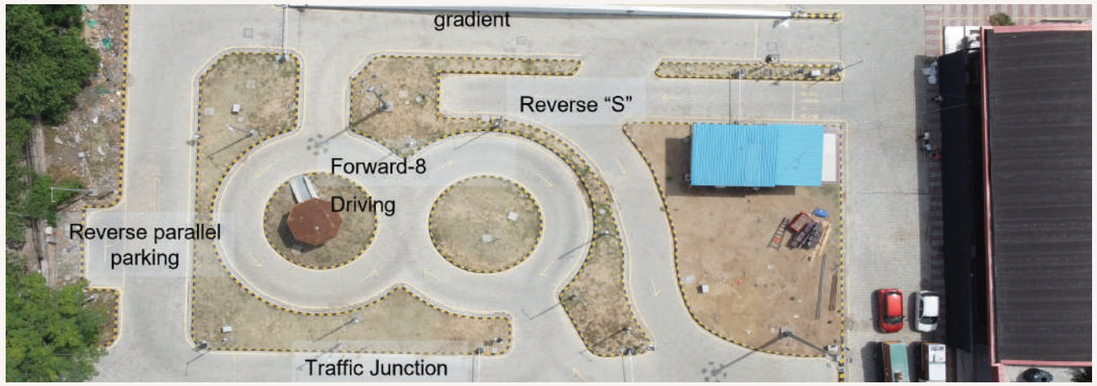
Strengthening Driving Licensing Tests Through Automated Driving Test Tracks (ADTT)

To ensure only skilled drivers get a driving license, Automated Driving Test Tracks were set up in various License Issuing centers spanning Delhi, Uttarakhand, Bihar and Haryana. These centers have specially designed tracks to conduct driving tests. They are also equipped with high-resolution cameras to capture real-time footage of tests and analytics-based assessment tools to help in the issuance of driving licenses more transparently and efficiently.

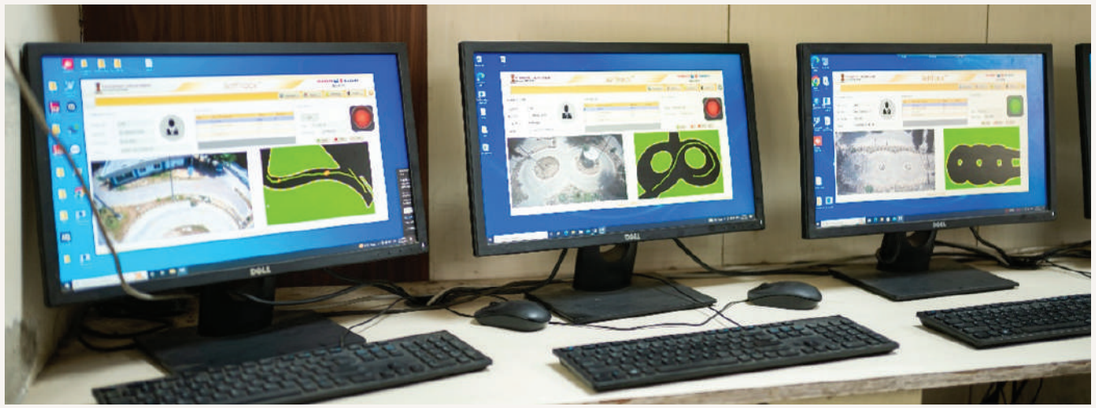
5 LAKH+

Driving license aspirants taken driving tests at ADTTs, Delhi since inception

The Company has also partnered with the Delhi Transport Department to fully automate the license issuing centres by setting up ADTTs. As of 31st March 2023, over 596,718 candidates have taken the tests at ADTTs.



ADTT Lado Sarai, New Delhi



Computer center with automation software

CSR Awards and Recognitions

The Company has been recognised and awarded for its outstanding efforts in various areas such as community development, skill development and road safety. Below are the numerous awards and recognitions the Company has received in the past year for its CSR activities. These accolades are a testament to the Company's unwavering commitment to creating a positive impact on society and its environment through its CSR initiatives.



NATIONAL-LEVEL CSR AWARD AUTOMOTIVE SECTOR

9th Global Safety Summit



WINNER OF COMPANY WITH BEST CSR IMPACT

CSR Box 8th CSR Impact Awards



BEST INNOVATIVE CSR PROJECT

Of the year for Automated Driving Test Track Project

UBS Forum



OUTSTANDING COMMITMENT TO ROAD SAFETY BY CORPORATES

FICCI Road Safety Awards



WINNER OF TECHNOLOGY IN CSR

For the Automated Driving Test Centre Project

India CSR Network



WINNER OF EMPLOYMENT CREATION

For the Japan India Institute for Manufacturing Project

India CSR Network

GRI Content Index

Statement of use	Maruti Suzuki India Limited has reported the information cited in this GRI content index for the period 1st April, 2022 – 31st March, 2023 with reference to the GRI Standards.

GRI Standard	Disclosure		Reference Section / Remarks	Page No.
GRI 2: General Disclosures 2021	2-1	Organizational details	Company profile	08
	2-2	Entities included in the organization's sustainability reporting	Approach to reporting	01
	2-3	Reporting period, frequency and contact point	Approach to reporting	01
	2-4	Restatements of information	• "Hazardous waste sent to authorised recyclers" data for FY 2021-22 has been restated to correct the value. • Figures related to "Non-hazardous waste sent to authorised recyclers" for FY 2019-20, FY 2020-21 and FY 2021-22 have been restated to include the amount of non-hazardous plastic waste sent to authorised recyclers. • "Metallic scrap sent to other recycling vendors" data for FY 2021-22 has been restated to correct the value. • Scope 2 GHG emission data for FY 2019-20, FY 2020-21, FY 2021-22 have been restated as per the latest emission factors published by CEA.	-
	2-5	External assurance	Independent verification statement	141
	2-6	Activities, value chain and other business relationships	Company profile; Sustainable supply chain	08 110
	2-7	Employees	Diversity of workforce	115
	2-8	Workers who are not employees	Diversity of workforce	115
	2-9	Governance structure and composition	Structure of the Board and its Committees	88
	2-10	Nomination and selection of the highest governance body	Structure of the Board and its Committees	88
	2-11	Chair of the highest governance body	Structure of the Board and its Committees	88
	2-14	Role of the highest governance body in sustainability reporting	Business Responsibility and Sustainability Report	235
	2-15	Conflicts of interest	Code of business conduct and conflicts of interest	91
	2-18	Evaluation of the performance of the highest governance body	Board's report	152
	2-19	Remuneration policies	Performance evaluation criteria for Independent Directors & remuneration policy	195
	2-20	Process to determine remuneration	Nomination and remuneration policy	152
	2-21	Annual total compensation ratio	Employee remuneration	117
	2-22	Statement on sustainable development strategy	Business Responsibility and Sustainability Report	235
	2-23	Policy commitments	Key codes and policies	89
	2-26	Mechanisms for seeking advice and raising concerns	Whistleblower mechanism	91
	2-27	Compliance with laws and regulations	Status of compliances during FY 2022-23	92
	2-28	Membership associations	Policy advocacy practices	93
	2-29	Approach to stakeholder engagement	Stakeholder engagement	70
	2-30	Collective bargaining agreements	Industrial relations	118

Statement of use	Maruti Suzuki India Limited has reported the information cited in this GRI content index for the period 1st April, 2022 – 31st March, 2023 with reference to the GRI Standards.

GRI Standard	Disclosure		Reference Section / Remarks	Page No.
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Material topics	73
	3-2	List of material topics	Material topics	73
	3-3	Management of material topics	Material topics	73
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Triple bottom line performance	50
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Supply chain structure	108
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Status of compliances during FY 2022-23	92
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Notes to the standalone financial statements	277
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy and emissions management*	122
	302-3	Energy intensity	Energy and emissions management*	122
	302-4	Reduction of energy consumption	Energy and emissions management*	122
GRI 303: Water and Effluents 2018	303-3	Water withdrawal	Water and wastewater management*	124
	303-4	Water discharge	Water and wastewater management*	124
	303-5	Water consumption	Business Responsibility and Sustainability Report*	249
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Energy and emissions management*	122
	305-2	Energy indirect (Scope 2) GHG emissions	Energy and emissions management*	122
	305-4	GHG emissions intensity	Energy and emissions management*	122
	305-5	Reduction of GHG emissions	Energy and emissions management*	122
	305-6	Emissions of ozone-depleting substances (ODS)	Energy and emissions management*	122
GRI 306: Waste 2020	306-2	Management of significant waste related impacts	Waste management*	125
	306-4	Waste diverted from disposal	Waste management*	125
	306-5	Waste directed to disposal	Business Responsibility and Sustainability Report*	250
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Talent acquisition and retention	119
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee benefits	118
	401-3	Parental leave	Employee benefits	118
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Occupational health and safety	112
	403-2	Hazard identification, risk assessment, and incident investigation	Occupational health and safety management system	112
	403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational health and safety	112
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Vehicle safety; Safety programme; Occupational health and safety	98 110 112
	403-8	Workers covered by an occupational health and safety management system	Occupational health and safety management system	112
	403-9	Work-related injuries	Safety performance	114

Statement of use	Maruti Suzuki India Limited has reported the information cited in this GRI content index for the period 1st April, 2022 – 31st March, 2023 with reference to the GRI Standards.		
GRI Standard	**Disclosure**	**Reference Section / Remarks**	**Page No.**
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Diversity of workforce; Training programmes for employees	115 120
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee benefits; Training programmes for employees	118 120
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance management	120
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity of workforce; Corporate governance report	115 191
	405-2 Ratio of basic salary and remuneration of women to men	Employee remuneration	117
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Corporate social responsibility; Board's report	128 150
GRI 417: Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	Status of compliances during FY 2022-23	92
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data protection	92

* Reporting boundary includes manufacturing facilities at Gurugram and Manesar, and R&D facilities at Rohtak and Gurugram.

Alignment with UNGC Principles

UNGC principle	**Description**	**Reference section**	**Page no.**
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	Code of business conduct and conflicts of interest; Prevention of sexual harassment;	91 91
Principle 2	Businesses should make sure they are not complicit in human rights abuses	Code of business conduct and conflicts of interest; Prevention of sexual harassment; Suppliers' human resource development	91 91 111
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Industrial relations	118
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour	Code of business conduct and conflicts of interest; Suppliers' human resource development	91 111
Principle 5	Businesses should uphold the effective abolition of child labour	Code of business conduct and conflicts of interest; Suppliers' human resource development	91 111
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation	Code of business conduct and conflicts of interest; Diversity of workforce	91 115
Principle 7	Businesses should support a precautionary approach to environmental challenges	Product stewardship and innovation; Operational eco-efficiency	94 122
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility	Product stewardship and innovation; Operational eco-efficiency	94 122
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies	Product stewardship and innovation; Operational eco-efficiency	94 122
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Governance mechanism; Code of business conduct and conflicts of interest	88 91

Independent Verification Statement

DNV

Independent Verification Statement

Scope and Approach

DNV Business Assurance India Private Limited ('DNV') has been engaged by the Management of Maruti Suzuki India Limited ('*MSIL*', or the 'Company', Corporate Identity Number L34103DL1981PLC011375) to undertake an independent verification of its sustainability performance data as detailed in Annexure 1 of this statement. The reported sustainability performance data has been prepared using MSIL's internal systems for measuring, monitoring, recording and reporting data and Global Reporting Initiative's (GRI's) topic-specific Standards.

The boundaries of the reported sustainability performance data relate to MSIL's operations in India that is, manufacturing facilities at Gurugram and Manesar, research and development (R&D) facility at Rohtak and Gurugram, and Head Office at New Delhi, Regional offices (38), Zonal offices (12) and Area offices (28), Sales and Distribution facilities (3) and Stockyards (3) for the reporting period 1st April 2022 to 31st March 2023.

We performed a limited level of customised verification using DNV's assurance methodology VeriSustain™[1] for the selected sustainability performance data applying a ±5% materiality threshold for errors and omissions. The intended user of this Verification Statement is the management of the Company. Our engagement was planned and carried out during June 2023 to August 2023.

Responsibilities of the Management of MSIL and of the Verification Provider

The Management of the Company has the sole accountability for the preparation of the sustainability performance data and are responsible for integrity of all information as well as the processes for collecting, analysing and reporting the information presented to us as part of our verification engagement. In performing our work, our responsibility is to the Management of MSIL only.

Our verification engagement is based on the assumption that the Company has provided us data and information during our review in good faith and free from any misstatements. We were not involved in the preparation of any statement or data except for this Verification Statement issued to MSIL highlighting our findings related to data verification. We expressly disclaim any liability or co-responsibility for any decision a person or an entity may make based on this Verification Statement.

Verification Methodology

During the verification, we adopted a risk-based approach, and a sample-based verification was carried out for a limited level of customised verification as per VeriSustain™. We planned and performed our work to obtain the evidence considered necessary to provide a basis for our opinion, and as part of the engagement, a multi-disciplinary team of sustainability and assurance specialists reviewed sustainability performance data related to MSIL's operations in India. We undertook the following activities:

- Reviewed the selected data management systems, data accuracy, information flow and controls that MSIL has in place to report the selected performance data based on GRI topic-specific Standards. We examined and reviewed supporting evidence such as documents, data and other information made available by MSIL.
- Reviewed the accuracy of the data prepared for the Company's reporting purposes using a sampling plan for a limited level of verification.
- Reviewed the systems and procedures used for data collection and aggregation.
- Interviewed selected senior managers and other representatives at MSIL, including data owners and decision-makers from different functions of the Company to validate the conversion factors, emission factors, assumptions and estimations made for deriving the sustainability performance indicators.

During the process, we did not come across limitations to the scope of the agreed verification engagement except the energy and emissions related intensity which is averaged across the product mix. This verification engagement did not involve evaluation of the management approach as required by GRI topic specific standards and did not involve any interaction with external stakeholders.

[1] *The VeriSustain protocol is based on the principles of various assurance standards including International Standard on Assurance Engagements 3000 (ISAE 3000) Revised (Assurance Engagements other than Audits or Reviews of Historical Financial Information) and the GRI Principles for Defining Report Content and Quality, international best practices in verification and our professional experience; and is available on request from www.dnv.com*

DNV

Conclusions

In our opinion, on the basis of our scope of work, nothing has come to our attention to suggest that the sustainability data verified for MSIL's manufacturing facilities, R&D facilities, Head Office, Regional, Zonal and Area offices, Sales and Distribution facilities and Stockyards in India and listed in Annexure 1 is not a reliable and an accurate representation of the Company's sustainability performance. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors, and the errors have been communicated for correction and were subsequently corrected.

Our Competence and Independence

DNV applies its own management standards and compliance policies for quality control, in accordance with ISO IEC 17021:2015 - Conformity Assessment Requirements for bodies providing audit and certification of management systems, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the DNV Code of Conduct[2] during the verification engagement and maintain independence where required by relevant ethical requirements as detailed in DNV VeriSustain™. This engagement work was carried out by an independent team of sustainability assurance professionals. DNV was not involved in the preparation of any statements or data except for this Verification Statement. DNV maintains complete impartiality toward stakeholders interviewed during the verification process. DNV did not provide any services to Maruti Suzuki India Limited during 2023 that could compromise the independence or impartiality of our work.

For DNV Business Assurance India Private Limited

Digitally signed by Aravind, Arun Date: 2023.08.03 12:27:39 +05'30' Arun Aravind A Lead Verifier, DNV Business Assurance India Private Limited, India.	Chaudhari, Tushar Digitally signed by Chaudhari, Tushar Date: 2023.08.03 12:31:38 +05'30' Tushar Chaudhari Technical Reviewer DNV Business Assurance India Private Limited, India.
Anurag Karande (Verifier)	

3rd August 2023, Mumbai, India

DNV Business Assurance India Private Limited is part of DNV – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. www.dnv.com

[2] *DNV Corporate Governance & Code of Conduct - https://www.dnv.com/about/in-brief/corporate-governance.html*

DNV

Annexure 1: Verified Sustainability Performance Data			
Parameter	***Related GRI Topic Standard***	***Unit***	***Verified Value (April 2022-March 2023)***
ENERGY			
Energy Consumption (Fossil fuels, Grid Electricity and Solar power)	GRI 302-1	GJ	5,121,749
Energy Intensity (Averaged across all types of vehicles produced)	GRI 302-3	GJ/Annual Vehicle Production (AVP)	3.87
WATER			
Water Withdrawal (Surface water from canals)	GRI 303-3	KL	2,052,071
Water Discharge	GRI 303-4	KL	Nil
EMISSIONS			
Direct Scope 1 GHG Emissions	GRI 305-1	Tonnes CO_2e	223,289
Indirect Scope 2 GHG Emissions	GRI 305-2	Tonnes CO_2e	206,626
GHG Emissions Intensity (Averaged across all types of vehicles produced)	GRI 305-4	(Total Scope 1 & Scope 2 Emissions) / AVP	0.321
WASTE			
Waste Recycled (Hazardous waste include Used Oil, ETP Sludge, Contaminated barrels and clothes)	GRI 306-2	Tonnes	19,300
Waste Recycled (Non-Hazardous)	GRI 306-4	Tonnes	138,618
Waste Disposed (Construction and Demolition Waste)	GRI 306-5	Tonnes	12,400
Waste Disposed (Bio-Medical Waste)		Tonnes	0.147
EMPLOYMENT			
Employee Hires and Turnover (Regular Employees)	GRI 401-1	Numbers	
- New Hires Female			123
- New Hires Male			1321
- Total Turnover (voluntary and involuntary)			827
Parental Leave	GRI 401-3	Numbers	
- Female employees who took maternity leave			42
- Female employees who returned to work after maternity leave ended for the FY 2022-23			34
- Female employees whose maternity leave ended during FY 2021-22 and were still employed as on 31st March 2023			33
Employee Count (Regular and Non-Regular)	GRI 405-1	Numbers	38,299
Remuneration Ratio of Female to Male (Regular Employees)	GRI 405-2	-	
- Fixed			0.99
- Fixed and Variable			1

DNV

Annexure 1: Verified Sustainability Performance Data			
Parameter	***Related GRI Topic Standard***	***Unit***	***Verified Value (April 2022-March 2023)***
OCCUPATIONAL HEALTH AND SAFETY			
Regular Employees	GRI 403-9	Per Million Person Hours Worked	
- Fatality Rate			0
- Recordable work-related injury rate			0
- Lost time injury rate			0
Non-regular Employees			
- Fatality Rate			0.036
- Recordable work-related injury rate			0.071
- Lost time injury rate			0.036
TRAINING AND EDUCATION			
Average Training Hours (Regular Employees)	GRI 404-1	Hours of Training	28.81
Average Training Hours (Non-regular Employees)			23.89

Note 1: As per a limited level of verification, we verified 30-40% of the samples which were covered during our verification based on our risk-based approach.
Note 2: CO_2 emission factors used for estimating GHG emissions due to consumption of natural gas, diesel, petrol, LPG and propane and gasoline are as per IPCC guidelines. Grid emission factor used for Scope 2 GHG calculation is based on the CO_2 Baseline Database for the Indian Power Sector User Guide Version 18.0 dated December 2022 issued by the CEA, 0.71 tCO_2/MWh.
Note 3: The boundary for accounting total energy consumption, GHG emissions, water consumption, refrigerant usage and waste disposed considers manufacturing facilities (Gurugram, Manesar) and R&D facilities (Gurugram, Rohtak).
Note 4: Energy and GHG intensity calculations consider annual production of total number of vehicles (1,246,603 vehicles)
Note 5: Hazardous wastes including Used Oil, ETP Sludge, Contaminated barrels and clothes are accounted based on amounts recorded in manifests (Form 10) for wastes sent to authorised recyclers.
Note 6: Total employee count considers 16,875 regular employees including top and senior management, middle management, junior management, supervisors and associates and 21,424 non-regular employees including as apprentices, temporary workmen, student trainees and outsourced employees.
Note 7: 33 women employees returned to work after maternity leave ended between April 2021 – March 2022 were still in employment as of 31 March 2023.
Note 8: 2 Fatality, 4 Work-related injury & 2 LTI as per Factories Act 1948 and Disclosure GRI 403-9 Work-related Injuries.
Note 9: Training hours account for trainings carried out through classroom and virtual (e-learning and WebEx) modes for both regular and non-regular employees.

List of Abbreviations

Abbreviation	Full Form
3D	Three Dimensional
3R	Reduce, Reuse, Recycle
ABS	Anti-lock Braking System
ADTT	Automated Driving Test Track
AGS	Auto Gear Shift
AI	Artificial Intelligence
AICTE	All-India Council for Technical Education
AOTS	Association for Overseas Technical Cooperation and Sustainable Partnerships
AR	Augmented Reality
ASEC	Automobile Skill Enhancement Centre
ASSOCHAM	The Associated Chambers of Commerce
AT	Automatic Transmission
ATM	Automated Teller Machine
AWC	Automotive Wireless Charger
BS VI	Bharat Stage VI
BSE	Bombay Stock Exchange Limited
CAFE	Corporate Average Fuel Efficiency
CBG	Compressed Biogas
CBWTSDF	Centralised Bio-medical Waste Treatment, Storage and Disposal Facility
CC/1,000	Customer Complaints per 1,000 vehicles serviced
CCI	Competition Commission of India
CDI	Customer Delight Index
CE	Comprehensive Excellence
CEA	Central Electricity Authority
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CII	Confederation of Indian Industry
CISO	Chief Information Security Officer
CMVR	Central Motor Vehicles Rules
CNG	Compressed Natural Gas
CO_2	Carbon Dioxide
COBCE	Code of Business Conduct and Ethics
CSR	Corporate Social Responsibility
CVT	Continuously Variable Transmission
DFMEA	Design Failure Mode and Effect Analysis
DST	Dual System of Training
EGR	Exhaust Gas Recirculation
ELV	End-of-Life Vehicle
EMS	Environmental Management System
ENT	Ear, Nose and Throat

Abbreviation	Full Form
ESG	Environment, Social & Governance
ESP	Electronic Stability Programme
ETP	Effluent Treatment Plant
EU ELV	European Union End-of-Life Vehicle
EV	Electric Vehicle
FICCI	Federation of Indian Chambers of Commerce and Industry
FY	Financial Year
GHG	Green House Gas
GJ	Giga Joules
GPG	Green Procurement Guidelines
GRI	Global Reporting Initiative
HIRA	Hazard Identification and Risk Assessment
HR	Human Resources
HSBTE	Haryana State Board of Technical Education
HSD	High Speed Diesel
HSE	Health, Safety and Environment
HUD	Head-Up Display
IACE	International Automobile Center of Excellence
IDTR	Institute of Driving and Traffic Research
IEC	International Electrotechnical Commission
IIM	Indian Institute of Management
ILO	International Labour Organization
IMDS	International Material Data System
IP	Intellectual Property
IPCC	Intergovernmental Panel on Climate Change
IR	Industrial Relations
IS	Indian Standard
ISMS	Information Security Management System
ISO	International Organisation for Standardization
IT	Information Technology
ITI	Industrial Training Institute
JAMA	Japan Automobile Manufacturers Association
JIM	Japan-India Institute for Manufacturing
KG	Kilograms
KM	Kilometers
KM/L	Kilometers Per Litre
kWh	Kilowatt hour
KY	Kiken Yochi
LiB	Lithium-ion Battery
LMV	Light Motor Vehicle
LNG	Liquefied Natural Gas
LPG	Liquefied Petroleum Gas

Abbreviation	Full Form
M^3	Cubic Metre
MACE	Maruti Suzuki Centre for Excellence
MAIL	Mobility and Automobile Innovation Lab
MAST	Multi-Axial Simulation Table
MD	Managing Director
METI	Ministry of Economy, Trade and Industry
mg	Milligrams
MISF	Management Information Security Forum
MMS	Maruti Mobile Support
MMV	Mechanic Motor Vehicle
MoU	Memorandum of Understanding
MSDE	Ministry of Skill Development and Entrepreneurship
MSIL	Maruti Suzuki India Limited
MSSF	Maruti Suzuki Smart Finance
MSTA	Maruti Suzuki Training Academy
MSTI	Maruti Suzuki Toyotsu India Private Limited
MWh	Mega Watt hour
MWp	Mega Watt Peak
NABH	National Accreditation Board for Hospitals & Healthcare Providers
NABL	National Accreditation Board for Testing and Calibration Laboratories
NBFC	Non-Banking Financial Company
NCLAT	National Company Law Appellate Tribunal
NCVT	National Council for Vocational Training
NEEV	Nurturing Employee Experience and Value
NM^3	Normal Cubic Metre
NSE	National Stock Exchange of India Limited
ODS	Ozone-Depleting Substances
OHSMS	Occupational Health and Safety Management System
OJT	On-Job-Training
PFMEA	Process Failure Mode Effects Analysis
POSH	Prevention of Sexual Harassment
ppm	parts per million
QCI	Quality Council of India
QRT	Quick Response Team
R&D	Research and Development
REACH	Registration, Evaluation, Authorisation and Restriction of Chemicals
RPM	Rounds Per Minute
RRR	Reusability, Recyclability and Recoverability
RSKC	Road Safety Knowledge Centre

Abbreviation	Full Form
S-CNG	Smart-CNG
SHVS	Smart Hybrid Vehicle by Suzuki
SIAM	Society of Indian Automobile Manufacturers
SMC	Suzuki Motor Corporation
SOC	Substances of Concern
SOR	Statement of Quality Requirements
STP	Sewage Treatment Plant
tCO_2	Tonnes of Carbon Dioxide
tCO_2e	Tonnes of Carbon Dioxide Equivalent
TDS	Total Dissolved Solids
UNGC	United Nations Global Compact
VOC	Volatile Organic Substance
VVT	Variable Valve Timing
WINGS	Women in Network, Growth and Success
XR	Extended Reality

Statutory Reports

PG 150
Board's Report

PG 190
Corporate Governance Report

PG 210
Management Discussion & Analysis

PG 230
Business Responsibility and Sustainability Reporting



Board's Report

Your Directors have pleasure in presenting the 42nd annual report together with the audited financial statements for the year ended 31st March, 2023.

Financial Results

The Company's financial performance during 2022-23 as compared to the previous year 2021-22 is summarized below:

(₹ in million)

Particulars	2022-23	2021-22
Total revenue	1,196,842	900,891
Profit before tax	101,591	45,823
Tax expense	21,099	8,160
Profit after tax	80,492	37,663
Retained Earnings	-	-
Balance at the beginning of the year	479,986	455,741
Profit for the year	80,492	37,663
Other comprehensive income arising from remeasurement of defined benefit obligation*	(286)	208
Amount transferred to employee welfare fund	-	-
Income on employee welfare fund	(119)	(106)
Expenses on employee welfare fund	32	74
Amount transferred to scientific research fund	-	-
Payment of dividend on equity shares	(18,125)	(13,594)
Corporate dividend tax paid	-	-
Balance at the end of the year	541,980	479,986

*net of deferred tax assets of ₹ 58 million (previous year deferred tax liabilities ₹ 12 million)

Financial Highlights

The total revenue was ₹ 1,196,842 million as against ₹ 900,891 million in the previous year showing an increase of 32.85%. Sale of vehicles in the domestic market was 1,706,831 units as compared to 1,414,277 units in the previous year showing an increase of 20.69%. Total number of vehicles exported was 259,333 units as compared to 238,376 units in the previous year showing an increase of 8.79%.

Profit before tax (PBT) was ₹ 101,591 million against ₹ 45,823 million showing an increase of 121.70% and profit after tax (PAT) stood at ₹ 80,492 million against ₹ 37,663 million in the previous year showing an increase of 113.72%.

Dividend

The Board recommends a dividend of ₹ 90/- per equity share of ₹ 5/- each for the year ended 31st March, 2023 amounting to ₹ 27,187 million. No amount was carried to General Reserve. The Company has formulated a dividend distribution policy and the same is available on the website of the Company at the web-link https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/MSIL_Dividend_Distribution_Policy.pdf

Operational Highlights

The operations are exhaustively discussed in the 'Management Discussion and Analysis' forming part of the annual report.

Consolidated Financial Statements

In accordance with Indian Accounting Standard (IND AS) - 110 on Consolidated Financial Statements read with Indian Accounting Standard (IND AS) - 28 on Investments in Associates and Joint Ventures, the audited consolidated financial statements are provided in the annual report.

Performance of Subsidiaries, Associates and Joint Venture Companies

A report containing the performance, financial position and the contribution of subsidiaries, associates and joint venture companies to the overall performance of the Company as required by the Companies Act, 2013 (hereinafter referred to the 'Act') is provided as an annexure to the consolidated financial statements and hence are not repeated here for the purpose of brevity (Form AOC-1).

Further, no Company has become or ceased to be the subsidiary, joint venture or associate company during the year under review.

The audited Financial Statements of each of the subsidiary companies are also available on the website of the Company at the web-link https://www.marutisuzuki.com/corporate/investors/company- reports

Material Subsidiaries

In accordance with Regulation 16(1)(c) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations'), the Company has a policy for determining material subsidiaries. The policy is available on the website of the company at the web-link https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/Policy_on_Subsidiary_Companies_New.pdf

Deposits

During the year under review, the Company has not invited or accepted any deposits from the public in terms of Chapter V of the Act.

Annual Return

The annual return of the Company for the year 2022-23 is available on the website of the Company at the web-link https://www.marutisuzuki.com/corporate/investors/company-reports

Particulars of Loans, Guarantees and Investments

Details of loans, guarantees and investments, if any, covered under the provisions of Section 186 of the Act are given in the notes forming part of the financial statements.

Board of Directors and Key Managerial Personnel (KMP)

In accordance with the provisions of Section 152 of the Act and the Articles of Association of the Company, Mr. Kinji Saito (DIN: 00049067), Non-Executive Director and Mr. Kenichi Ayukawa (DIN: 02262755), Non-Executive Director of the Company, will retire by rotation at the ensuing Annual General Meeting and being eligible have offered themselves for re-appointment.

Mr. Kenichiro Toyofuku (DIN: 08619076) was re-appointed as a Whole-time Director designated as Director (Corporate Planning) of the Company for a period of 3 years with effect from 5th December, 2022 at the 41st Annual General Meeting of the Company held on 31st August, 2022.

Independent Directors

The Company has received declarations of independence in accordance with the provisions of Section 149 of the Act read with Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014 along with Regulation 16 and Regulation 25 of the Listing Regulations from all the Independent Directors. Under the relevant provisions of the Act and the Listing Regulations, one separate meeting of the Independent Directors was held during 2022-23. The Board is of the opinion that the Independent Directors of the Company possess requisite qualifications, experience and expertise and hold highest standards of integrity.

The details of the familiarization programmes for the Independent Directors are available on the website of the Company at https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/Familiarization_Programmes_for_Independent_Directors.pdf

Directors' Responsibility Statement

To the best of their knowledge and belief and according to the information and explanations obtained, in terms of Section 134 of the Act, your Directors state that:

a) in the preparation of the annual accounts, the applicable accounting standards have been followed and proper explanations provided relating to material departures, if any;

b) such accounting policies have been selected and applied consistently and judgments and estimates made are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit of the Company for that period;

c) proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

d) the annual accounts have been prepared on a going concern basis;

e) internal financial controls were followed by the Company and they are adequate and are operating effectively; and

f) proper systems have been devised to ensure compliance with the provisions of all applicable laws and such systems are adequate and operating effectively.

Board Meetings

A calendar of meetings is prepared and circulated in advance to the Directors. During the year under review, five board meetings were held, the details of which are given in the Corporate Governance Report.

Board Committees

For composition of the Audit Committee, Nomination & Remuneration Committee, Stakeholders Relationship Committee, CSR Committee and Risk Management Committee, please refer to the Corporate Governance Report.

The annual report on CSR activities containing details of CSR Policy and other prescribed details are given in **Annexure - A.**

Risk Management

Pursuant to Regulation 21 of Listing Regulations, the Company has a Risk Management Committee, the details of which are given in the Corporate Governance Report. The Company has a Risk Management Policy and identified risks and taken appropriate steps for their mitigation. For more details, please refer to the Management Discussion and Analysis (MD&A).

Internal Financial Controls

Internal financial controls have been discussed under the head 'CEO/CFO Certification' in the Corporate Governance Report.

Vigil Mechanism

The Company has in place an established and effective mechanism called the Whistle Blower Policy ('Policy'). The mechanism under the Policy has been appropriately communicated within the organisation. The purpose of this Policy is to provide a framework to promote responsible whistle blowing by employees. It protects employees wishing to raise concerns about serious irregularities, unethical behavior, actual or suspected fraud within the Company.

The Chairman of the audit committee is the ombudsperson and direct access has been provided to the employees to contact him through e-mail, post and telephone for reporting any matter.

Related Party Transactions

The Company has a policy on related party transactions which is available on the website of the company at the web-link https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/Policy_on_Related_Party_Transactions_New.pdf

In terms of Section 134(3)(h) of the Act read with Rule 15 of the Companies (Meetings of Board and its Powers) Rules, 2014, the material transactions with related parties were on arms' length basis and in ordinary course of business, and are reported in Form AOC - 2 which is attached as **Annexure - B**.

The disclosure with respect to the transactions with promoter and promoter group which is holding 10% or more of the shareholding in the Company are given in the notes forming part of the financial statements.

Performance Evaluation

Pursuant to the provisions of the Act and the Listing Regulations, the annual performance evaluation of the Board, its committees and the Directors was carried out as per the Nomination and Remuneration Policy of the Company. The evaluation of the performance of the Board, its Chairman and the Non-Independent Directors was carried out by the Independent Directors. The evaluation of the performance of the Directors individually was done by the Nomination and Remuneration Committee and the evaluation of the performance of the Board, its committees and the individual Directors was done by the Board. The criteria for the evaluation of individual Directors included a) the extent of engagement and contribution to the affairs of the Company including by way of attendance in Board and committee meetings; b) ability to discharge their duties and obligations diligently in the best interest of the Company; c) ability to provide effective leadership and checks and balances towards sustaining the highest levels of corporate governance; d) exercise duty of care and skill in the discharge of their functions; e) exercise independence of judgment and bring about objectivity to the Board process; and f) safeguarding the interest of all the stakeholders specially the minority shareholders. The evaluation criteria of the performance of the Board and its committees included, inter-alia, their culture and management with various factors like environment of discussion, their roles and responsibilities, effectiveness to govern the organisation, diversity, expertise, experience, independence of Directors, integrity, their composition, attendance, participation levels, bringing specialised knowledge for decision making, smooth functioning, effective decision making, terms of reference, conduct of committees and frequency of meetings, etc. The Directors expressed their satisfaction with the evaluation process.

The Board also noted that the Independent Directors had fulfilled the independence criteria as specified in the Listing Regulations and were independent from the management.

Nomination and Remuneration Policy

The Nomination and Remuneration Policy is attached as **Annexure - C** and is available on the website of the Company at the web-link https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/MSIL_Nomination_and_Remuneration_Policy.pdf

Disclosure under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

The Company has in place an Anti-Sexual Harassment Policy in line with the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and has also complied with its provisions relating to the constitution of Internal Complaints Committee to redress complaints received regarding sexual harassment.

The status of the complaints received by the Company during the year under review is as under:

a)	Number of complaints filed	2
b)	Number of complaints disposed of	1
c)	Number of complaints pending as on the end of financial year	1

Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo

Information in accordance with Section 134(3)(m) of the Act read with Rule 8(3) of the Companies (Accounts) Rules, 2014 is attached as **Annexure - D**.

Corporate Governance Report

A detailed report on corporate governance is annexed to the Annual Report. The Company has complied with the corporate governance requirements, as stipulated under the Listing Regulations. A certificate of compliance by auditors shall form part of the annual report.

Management Discussion and Analysis Report

The detailed report on Management Discussion and Analysis is annexed to the Annual Report.

Secretarial Standards

The Company has complied with all the mandatorily applicable Secretarial Standards issued by the Institute of Company Secretaries of India.

Personnel

As required by the provisions of Section 197 of the Act read with Rule 5 of The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the particulars of the employees are set out in **Annexure - E.** However, as per the provisions of Section 136 of the Act, the annual report is being sent to all the members of the Company excluding the aforesaid information. The said information is available for inspection by the members at the registered office of the Company up to the date of the ensuing Annual General Meeting. Any member interested in obtaining such particulars may write to the Company Secretary at the registered office of the Company.

Cost Auditors and Records

In accordance with the provisions of Section 148 of the Act read with the Companies (Cost Records and Audit) Rules, 2014, M/s R.J. Goel & Co., Cost Accountants, New Delhi (Registration No. 000026) were appointed as the Cost Auditors of the Company to carry out the cost audit for 2023-24. The maintenance of cost records as specified by the Central Government under Section 148 (1) of the Act is required by the Company and such accounts and records are made and maintained.

Auditors

The statutory auditors, M/s Deloitte Haskins & Sells LLP were appointed at the 40th Annual General Meeting of the Company to hold the office till the conclusion of the 45th Annual General Meeting of the Company. In compliance with the conditions of the Foreign Direct Investment, a certificate has been obtained from Deloitte Haskins & Sells LLP for the downstream investments made by the Company.

Secretarial Audit Report

In accordance with the provisions of Section 204 of the Act read with The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, during the year under review, the Board appointed M/s RMG & Associates, a firm of Company Secretaries in practice to undertake the Secretarial Audit for the financial year 2022-23. The report on secretarial audit is attached as **Annexure - F.**

There is no qualification, reservation, or adverse remark by the Statutory Auditors and the Secretarial Auditors in their respective reports.

CRISIL Ratings

The Company was awarded the highest financial credit rating of AAA/stable (long term) and A1+ (short term) on its bank facilities by CRISIL. The rating underscores the financial strength of the Company in terms of the highest safety with regard to timely fulfillment of its financial obligations.

Quality

The Company has established and is maintaining an environmental management system (EMS) since 1999. During the year, surveillance audit for ISO 14001 was carried out by M/s VINÇOTTE nv, Belgium for the manufacturing plants located at Gurugram, Manesar and Rohtak R&D Centre.

The Quality Management System of the Company is certified as per ISO 9001:2015 standard. Regular assessments of the Quality Systems are done through surveillance audits and re- certification assessments are done every three years by an accredited third party agency. The Company has an internal assessment mechanism to verify and ensure adherence to defined Quality Systems across the Company.

Awards/Recognition/Rankings

The Company received many awards/recognitions/rankings during the year. Some of these are mentioned hereunder:

a. Mr. R.C. Bhargava, Chairman of the Company was conferred the 'Business Icon – Corporate Visionary Award' at the 10th edition BT MindRush by Business Today.

b. 'Manufacturer of the Year' title at Jagran HiTech Awards 2022 and also at 1st edition of Acko Drive Awards 2023.

c. 'Outstanding Commitment in road safety by corporates' by FICCI for the road safety efforts of the Company.

d. 'Best Innovative CSR Project of the Year' award at 5th Edition of Corporate Social Responsibility Summit 2022.

e. 'Company with Best CSR Impact' at the 8th CSR Impact Awards 2022.

f. Excellent Position Under Auto & Ancillary Products Category at the 'CII SCALE' Supply Chain and Logistics and Excellence Awards.

g. Platinum-Par Excellence award along with First, Second and Third prizes at CII 'Supervisory Skill Competition 2022.

h. "Best Innovation AI/ML Services" at Amazon AI Concave 2022.

i. 'CSR Leadership Award for Employment Creation' and 'CSR Leadership Award for deploying Technology in CSR" for Automated Driving Test Center at India CSR Leadership Award, 2022.

j. The Grand Vitara was conferred:

- "Car of the year" & Mid- size SUV of the Year at Autocar Awards 2023.
- 'Automobile of the Year' at Car – India Bike Awards 2022.
- 'New Product of the Year' at Zee Awards 2022.
- 'Best of 2022' title at AutoX Awards.
- 'Viewer's Choice Car of the Year' at Jagran HiTech Awards 2022 and at Indian Vehicle Awards, 2023.
- 'Best 4x4 of the Year' at the Autoportal Best Car Awards 2022.
- 'SUV of the Year 2022' at ABP Auto Awards, 2022.
- 'Compact SUV of the Year' at Acko Drive Awards, 2023.

k. The Baleno bagged:

- 'Hatchback of the Year' award at Autocar Awards 2023 and Zee Auto Awards 2022.
- 'Best Pre-Owned Large Hatchback Award' at OLX Autos Autocar Pre-Owned Car Awards 2023.
- 'Best Hatchback Award' at Autoportal Best Car Awards 2023.
- 'Premium Hatchback of the Year' at Motor Vikatan Awards, 2023.
- 'Sub-compact car of the Year' at Acko Drive Awards, 2023.

l. The New Brezza was awarded:

- 'Facelist SUV of the Year' at Jagran HiTech Awards 2022.
- 'Update of the Year 2023' at Indian Vehicle Awards.
- 'Sub Compact SUV of the Year' at Acko Drive Awards, 2023 and at ABP Auto Awards, 2022.
- 'Best Pre-Owned Compact SUV' at OLX Autos Autocar Pre-Owned Car Awards, 2023.

m. The Ertiga was titled as the 'Best Pre-Owned MPV' and 'Best Pre-Owned car of the Year' at OLX Autos Autocar Pre-Owned Car Awards 2023.

n. Ciaz won the 'Best Pre-owned Midsize Sedan' award at OLX Autos Autocar Pre- owned Car Awards, 2023.

o. Alto K10 won the 'Entry Level Hatchback of the Year' award at Vikatan Awards 2023 and 'Entry Level Car of the Year' at ABP Auto Awards, 2022.

p. Alto won the 'People's Car of the Year' award at Jagran HiTech Awards 2023 and 'Entry-level car of the Year' at the Acko Drive Awards, 2023.

q. Celerio won the 'Hatchback of the Year' award at Motoring World Awards 2022.

r. The CV Awards 2023 awarded EECO Cargo the 'Commercial Van of the Year'.

Acknowledgment

The Board of Directors would like to express its sincere thanks for the co-operation and advice received from the Government of India, the State Governments of Haryana and Gujarat. Your Directors also take this opportunity to place on record their gratitude for timely and valuable assistance and support received from Suzuki Motor Corporation, Japan. The Board also places on record its appreciation for the enthusiastic co-operation, hard work and dedication of all the employees of the Company including the Japanese staff, dealers, vendors, customers, business associates, auto finance companies, state government authorities and all concerned without which it would not have been possible to achieve all round progress and growth of the Company. The Directors are thankful to the members for their continued patronage.

For and on behalf of the Board of Directors

Hisashi Takeuchi
Managing Director & CEO
DIN: 07806180

Kenichiro Toyofuku
Director (Corporate Planning)
DIN: 08619076

New Delhi
26th April, 2023

Annexure - A

Annual Report on CSR Activities

1. Brief outline on CSR policy of the company

The company's CSR policy aims to create social value for the local community and society at large. As a policy, the company's CSR activities focus on strategic areas including community development, skill development and road safety. The company's CSR activities are guided by the CSR Committee, and all the projects are monitored and reviewed by the Committee for their impact on the beneficiaries. A third-party impact assessment study is also carried out for the flagship projects.

The Company undertakes community development projects in villages surrounding the company's facilities in Haryana and Gujarat focusing on improving health, education, water and sanitation, and community infrastructure. Among many other community development initiatives, the important projects which have been creating a significant positive impact on nearby community are multi-specialty hospital and an english medium school in Gujarat.

The hospital has been established in collaboration with Ramanbhai Foundation, a philanthropic arm of Zydus Hospitals, Ahmedabad. As a symbol of quality healthcare provider, hospital is also accredited with National Accreditation Board for Hospitals & Healthcare Providers (NABH) certification and recently conferred with 'Gold quality certification' by Quality Council of India (QCI). The hospital is a landmark project in the region, providing quality healthcare services to the people of Sitapur and surrounding areas. The hospital is currently operational with 76 beds and provides advanced clinical facilities such as General medicine, General surgery, Orthopaedics & trauma, Obstetrics & Gynaecology, Pediatric, Pulmonology, Urology, Nephrology, Ophthalmology & ENT, Dermatology, Dental, Radiology, Pathology, Physiotherapy and Dialysis. Recently, to further improve the specialty services in cardiology area, cathlab facility has been set up.

To serve low-income group population, the hospital is empaneled with Ayushman Bharat Pradhan Mantri Jan Arogya Yojana (AB PMJAY). Through this project, the Company has made a significant contribution to the development of the local community. Apart from providing quality healthcare, the hospital has also created employment opportunities for the local population.

The company has established the Maruti Suzuki Podar Learn School in Sitapur, Gujarat, with the aim of providing quality education to the children. The school has modern infrastructure and technology, as well as a team of experienced and dedicated teachers who give each student personalized attention. The curriculum is designed to not only meet academic standards, but also to develop critical thinking, problem-solving, and communication skills in the students. The project has had a significant impact on the community by improving access to education.

The company aligns with the government of India's 'Skill India' mission for skill development in the country. The skill development initiatives aim to impart industry relevant skill training to a large number of youth to help them secure employment opportunities. Japan-India Institute for Manufacturing (JIM) set-up by the Company, is a flagship skill development institute which not only offers vocational training courses but also inculcates efficient shop-floor management practices by imparting training on Japanese manufacturing principles. These courses are based on Dual System of Training (DST) scheme which offer on-the-job training (OJT) to students in addition to the classroom training, making them industry ready. The company provides on-the-job training to JIM students at its facilities. So far, the company has set up three JIMs, one in Haryana and two in Gujarat.

In addition to creating an industry ready workforce through JIMs, the company also undertakes the upgradation of the existing government ITIs in the country by setting up skill labs and Automotive Skill Enhancement Centers (ASECs) in them. Through these interventions company imparts specialised trainings to the ITI trainers and students.

Under Road Safety Initiatives, the company undertakes various initiatives to support the government in making the roads safer. To provide quality driving training and education, the company has set up Institutes of Driving & Traffic Research (IDTR) and Road Safety Knowledge Centres (RSKC) in association with state governments in India. The IDTRs use scientifically designed tracks, driving simulators, and a well-defined curriculum to conduct learner, refresher, and evaluation courses for drivers of light motor vehicles, heavy motor vehicles, two-wheelers, three-wheelers, and forklifts. The Road Safety Knowledge Centre (RSKC) was setup to impart road safety training, particularly to learner license aspirants and traffic violators.

The company also implemented cutting-edge technological solutions such as (a) The Traffic Safety Management System (TSMS) to support in enforcing traffic rules and promote safe driving behaviour and (b) Automated Driving Test Centers (ADTC) to bring transparency and efficiency in driving license issuing system.

2. Composition of the CSR Committee:

The composition of the CSR Committee of the Board as on 31st March, 2023 is as under:

S. No.	Name of Director	Designation	Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year.
1	Mr. R. C. Bhargava	Chairman/Non-Executive	Chairman	2	2
2	Mr. H. Takeuchi	Managing Director & CEO/Executive	Member	2	2
3	Mr. R. P. Singh	Independent Director	Member	2	2

3. Weblink where composition of CSR committee, CSR policy and CSR projects approved by the board are disclosed on the website of the company:

https://www.marutisuzuki.com/corporate/about-us/csr
https://www.marutisuzuki.com/corporate/investors/committees

4. Details of executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub rule(3) of rule 8:

The executive summary forms part of Impact Assessment Report and is also available at
https://www.marutisuzuki.com/corporate/about-us/csr

5. CSR obligation for the financial year 2022-23

a) Average net profit of the company as per sub-section (5) of section 135 is ₹ 31,162.62 million
b) Two percent of average net profit of the company as per sub-section (5) of section 135 is ₹ 623.25 million
c) Surplus arising out of the CSR Projects or programs, or activities of the previous financial years is NIL
d) Amount required to be set-off for the financial year is ₹ 45.30 million. However, No set- off has been done during the FY 22-23
e) Total CSR obligation for the financial year [(b)+(c)-(d)] is ₹ 623.25 million

6. CSR amount spent or unspent for the financial year 2022-23

a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project) is ₹ 600.73 million
b) Amount spent in Administrative Overheads is ₹ 29.82 million
c) Amount spent on Impact Assessment, if applicable is ₹ 1.19 million
d) Total amount spent for the financial year [(a)+(b)+(c)] is ₹ 631.74 million
e) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per sub-section (6) of section 135		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
₹ 631.74 million			NIL		

f) Excess amount for set-off, if any:

Sl. No.	Particular	Amount (in ₹ million)
(i)	Two percent of average net profit of the company as per sub-section (5) of section 135	₹ 623.25
(ii)	Total amount spent for the financial year	₹ 631.74
(iii)	Excess amount spent for the financial year [(ii)-(i)]	₹ 8.49
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	Nil
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	₹ 8.49

7. Details of Unspent Corporate Social Responsibility amount for the preceding three financial years :

NIL

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the financial year: Yes

a) Number of capital assets created/ acquired : 93

b) Details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the financial year:

Sl. No.	Short particulars of the property or asset(s)	Complete address and location of the property	Pin code of the property or asset	Date of Creation	Amount of CSR amount spent (₹ in million)	Details of entity/ Authority/ beneficiary of the registered owner Name		
						CSR Registration	Name	Address
1	Cardiac Unit	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad	382130	31-Mar-23	56.86	CSR00001726	Ramanbhai Foundation	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad
2	Patient Bed with accessories	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad	382130	28-Nov-22	1.07	CSR00001726	Ramanbhai Foundation	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad
3	Holmium Laser	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad	382130	15-Dec-22	4.40	CSR00001726	Ramanbhai Foundation	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad
4	Dialysis Machine	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad	382130	11-Jan-23	1.48	CSR00001726	Ramanbhai Foundation	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad
5	G I Scopy	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad	382130	25-Mar-23	5.57	CSR00001726	Ramanbhai Foundation	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad
6	ENT & Other equipment	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad	382130	31-Mar-23	0.84	CSR00001726	Ramanbhai Foundation	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad
7	Yag Laser for Ophthalmology	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad	382130	07-Feb-23	0.85	CSR00001726	Ramanbhai Foundation	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad
8	Medical equipment for Urology	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad	382130	23-Mar-23	0.45	CSR00001726	Ramanbhai Foundation	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad

Sl. No.	Short particulars of the property or asset(s)	Complete address and location of the property	Pin code of the property or asset	Date of Creation	Amount of CSR amount spent (₹ in million)	Details of entity/ Authority/ beneficiary of the registered owner Name		
						CSR Registration	Name	Address
9	Vehicle for transport at Hospital	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad	382130	15-Feb-23	1.27	CSR00001726	Ramanbhai Foundation	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad
10	Vehicle for transport at Hospital	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad	382130	17-Mar-23	1.39	CSR00001726	Ramanbhai Foundation	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad
11	Office equipment for training room	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad	382130	23-Nov-22	0.27	CSR00001726	Ramanbhai Foundation	Zydus Sitapur Hospital, A unit of Ramanbhai Foundation, Sitapur, Mandal, Ahmedabad 715/1 Taluka Mandal, District Ahmedabad
12	School Bus at Maruti Suzuki Podar Learn School	Maruti Suzuki Podar Learn School, Maruti Suzuki Education Society,715/2 ,Taluka Mandal, District Ahmedabad Sitapur village, Gujarat	382130	18-Jan-23	7.86	CSR00018212	Maruti Suzuki Education Society	211, Block – 219, Iscon Mall, Jodhpur Char Rasta Satellite Road, Ahmedabad, Gujarat
13	Furniture at Maruti Suzuki Podar Learn School	Maruti Suzuki Podar Learn School, Maruti Suzuki Education Society,715/2 ,Taluka Mandal, District Ahmedabad Sitapur village, Gujarat	382130	08-Feb-23	1.45	CSR00018212	Maruti Suzuki Education Society	211, Block – 219, Iscon Mall, Jodhpur Char Rasta Satellite Road, Ahmedabad, Gujarat
14	Laptop, Desktop & Printer at Maruti Suzuki Podar Learn School	Maruti Suzuki Podar Learn School, Maruti Suzuki Education Society,715/2 ,Taluka Mandal, District Ahmedabad Sitapur village, Gujarat	382130	09-Feb-23	0.69	CSR00018212	Maruti Suzuki Education Society	211, Block – 219, Iscon Mall, Jodhpur Char Rasta Satellite Road, Ahmedabad, Gujarat
15	Backhoe Loader	Institute of Driving & Traffic Research (IDTR) Chhattisgarh, Tendua-2, Atal Nagar, Naya Raipur, Chhattisgarh	492009	08-Nov-22	2.84	CSR00039367	Institute of Driving & Traffic Research (IDTR) Chhattisgarh	Institute of Driving & Traffic Research (IDTR) Chhattisgarh, Tendua-2, Atal Nagar, Naya Raipur, Chhattisgarh
16	Bus Training Vehicle	Institute of Driving & Traffic Research (IDTR) Chhattisgarh, Tendua-2, Atal Nagar, Naya Raipur, Chhattisgarh	492009	13-Dec-22	3.20	CSR00039367	Institute of Driving & Traffic Research (IDTR) Chhattisgarh	Institute of Driving & Traffic Research (IDTR) Chhattisgarh, Tendua-2, Atal Nagar, Naya Raipur, Chhattisgarh
17	Tipper Truck	Institute of Driving & Traffic Research (IDTR) Chhattisgarh, Tendua-2, Atal Nagar, Naya Raipur, Chhattisgarh	492009	06-Feb-23	2.09	CSR00039367	Institute of Driving & Traffic Research (IDTR) Chhattisgarh	Institute of Driving & Traffic Research (IDTR) Chhattisgarh, Tendua-2, Atal Nagar, Naya Raipur, Chhattisgarh
18	Support vehicle for Backhoe Loader	Institute of Driving & Traffic Research (IDTR) Chhattisgarh, Tendua-2, Atal Nagar, Naya Raipur, Chhattisgarh	492009	31-Mar-23	0.53	CSR00039367	Institute of Driving & Traffic Research (IDTR) Chhattisgarh	Institute of Driving & Traffic Research (IDTR) Chhattisgarh, Tendua-2, Atal Nagar, Naya Raipur, Chhattisgarh

Sl. No.	Short particulars of the property or asset(s)	Complete address and location of the property	Pin code of the property or asset	Date of Creation	Amount of CSR amount spent (₹ in million)	Details of entity/ Authority/ beneficiary of the registered owner Name		
						CSR Registration	Name	Address
19	Tools & Equipment	iACE, Pandit Deendayal Petroleum University, Raisan Village, Ahmedabad	382007	28-Mar-23	5.19	CSR00007415	International Automobile Centre of Excellence (iACE)	iACE, Pandit Deendayal Petroleum University, Raisan Village, Ahmedabad
20	Desert Cooler (Hostel)	Dadara Pahari, Devpura, Mirzapur	231210	04-Jan-23	0.10	CSR00015892	Tathagat Industrial Training Institute Mirzapur	Dadara Pahari, Devpura, Mirzapur
21	Water Cooler (Hostel) 40/80Ltr	Dadara Pahari, Devpura, Mirzapur	231210	01-Jan-23	0.05	CSR00015892	Tathagat Industrial Training Institute Mirzapur	Dadara Pahari, Devpura, Mirzapur
22	Water Cooler (Hostel) 40/40 Ltr	Dadara Pahari, Devpura, Mirzapur	231210	01-Jan-23	0.13	CSR00015892	Tathagat Industrial Training Institute Mirzapur	Dadara Pahari, Devpura, Mirzapur
23	Student Chair (Hostel)	Dadara Pahari, Devpura, Mirzapur	231210	20-Jan-23	0.22	CSR00015892	Tathagat Industrial Training Institute Mirzapur	Dadara Pahari, Devpura, Mirzapur
24	Canteen Chairs (Hostel)	Dadara Pahari, Devpura, Mirzapur	231210	01-Feb-23	0.42	CSR00015892	Tathagat Industrial Training Institute Mirzapur	Dadara Pahari, Devpura, Mirzapur
25	Canteen Tables (Hostel)	Dadara Pahari, Devpura, Mirzapur	231210	10-Feb-23	0.41	CSR00015892	Tathagat Industrial Training Institute Mirzapur	Dadara Pahari, Devpura, Mirzapur
26	Single Bed (Hostel)	Dadara Pahari, Devpura, Mirzapur	231210	22-Mar-23	0.63	CSR00015892	Tathagat Industrial Training Institute Mirzapur	Dadara Pahari, Devpura, Mirzapur
27	Study Table (Hostel)	Dadara Pahari, Devpura, Mirzapur	231210	22-Mar-23	0.54	CSR00015892	Tathagat Industrial Training Institute Mirzapur	Dadara Pahari, Devpura, Mirzapur
28	Hybrid Training Simulator	Dadara Pahari, Devpura, Mirzapur	231210	03-Mar-23	0.08	CSR00015892	Tathagat Industrial Training Institute Mirzapur	Dadara Pahari, Devpura, Mirzapur

Sl. No.	Short particulars of the property or asset(s)	Complete address and location of the property	Pin code of the property or asset	Date of Creation	Amount of CSR amount spent (₹ in million)	Details of entity/ Authority/ beneficiary of the registered owner Name		
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29	Painting Training Simulator	Japan-India Institute for Manufacturing, Ganpat Vidyanagar, Kherva, Mehsana	384012	03-Mar-23	2.75	CSR00016572	Mehsana District Education Foundation, Mehsana	Japan-India Institute for Manufacturing, Ganpat Vidyanagar, Kherva, Mehsana
30	Machinery and equipment for Fitter/ Welder/ MMV Trade	Japan-India Institute for Manufacturing, Ganpat Vidyanagar, Kherva, Mehsana	384012	24-Mar-23	0.94	CSR00016572	Mehsana District Education Foundation, Mehsana	Japan-India Institute for Manufacturing, Ganpat Vidyanagar, Kherva, Mehsana
31	Hybrid display module and trainer motorized for MMV trade	Japan-India Institute for Manufacturing, Ganpat Vidyanagar, Kherva, Mehsana	384012	28-Mar-23	0.08	CSR00016572	Mehsana District Education Foundation, Mehsana	Japan-India Institute for Manufacturing, Ganpat Vidyanagar, Kherva, Mehsana
32	Hybrid Simulator	Japan-India Institute for Manufacturing, Govt ITI Building, Bilaspur, Pataudi, Uncha Majra	122503	03-Mar-23	0.08	CSR00018762	Society for promotion of Road Safety and Safe Driving (PROSE)	Japan-India Institute for Manufacturing, Govt. ITI Building, Bilaspur, Pataudi, Uncha Majra
33	Weld fume extractor system	Japan-India Institute for Manufacturing, Govt ITI Building, Bilaspur, Pataudi, Uncha Majra	122503	31-Mar-23	0.80	CSR00018762	Society for promotion of Road Safety and Safe Driving (PROSE)	Japan-India Institute for Manufacturing, Govt. ITI Building, Bilaspur, Pataudi, Uncha Majra
34	Skillveri chroma spray painting simulator with automotive OEM & automotive refinish modules	Japan-India Institute for Manufacturing, Govt ITI Building, Bilaspur, Pataudi, Uncha Majra	122503	24-Mar-23	1.37	CSR00018762	Society for promotion of Road Safety and Safe Driving (PROSE)	Japan-India Institute for Manufacturing, Govt. ITI Building, Bilaspur, Pataudi, Uncha Majra
35	Fitter Trade equipment	Japan-India Institute for Manufacturing, Govt ITI Building, Bilaspur, Pataudi, Uncha Majra	122503	28-Mar-23	0.05	CSR00018762	Society for promotion of Road Safety and Safe Driving (PROSE)	Japan-India Institute for Manufacturing, Govt. ITI Building, Bilaspur, Pataudi, Uncha Majra
36	Welder Trade equipment	Japan-India Institute for Manufacturing, Govt ITI Building, Bilaspur, Pataudi, Uncha Majra	122503	28-Mar-23	0.19	CSR00018762	Society for promotion of Road Safety and Safe Driving (PROSE)	Japan-India Institute for Manufacturing, Govt. ITI Building, Bilaspur, Pataudi, Uncha Majra
37	MMV Trade equipment	Japan-India Institute for Manufacturing, Govt ITI Building, Bilaspur, Pataudi, Uncha Majra	122503	28-Mar-23	0.41	CSR00018762	Society for promotion of Road Safety and Safe Driving (PROSE)	Japan-India Institute for Manufacturing, Govt. ITI Building, Bilaspur, Pataudi, Uncha Majra
38	Bus shed in Kheri Sadh Village	Kheri Sadh village, Rohtak	124021	03-Oct-22	0.20	NA	Village community of Kheri Sadh village	Kheri Sadh village, Rohtak
39	Laying of Paver block, Kasan Village	Kasan village (IMT Manesar)	122051	23-Sep-22	0.38	NA	Shri Moni Baba Gaushala, Kasan village	Shri Moni Baba Gaushala, Kasan village
40	Construction of Paver Street in Naviyani village	Naviyani Village, Ta-Dasada, Dist. Surendranagar	382750	04-Mar-23	5.57	NA	Naviyani Gram Panchayat	Naviyani Village, Ta-Dasada, Dist. Surendranagar
41	Waste Collection Van	Naviyani Village, Ta-Dasada, Dist. Surendranagar	382750	08-Feb-23	0.44	NA	Naviyani Gram Panchayat	Naviyani Village, Ta-Dasada, Dist. Surendranagar
42	Automation work at Automated Driving Test Track, Lado Sarai, Delhi	ADTT Lado Sarai Site, Transport Department, Automated Driving Test Centre, Lado Sarai, New Delhi	110030	27-Mar-23	6.85	NA	Transport Department, NCT New Delhi	Transport Department: Govt of NCT of Delhi Dwarka Sector - 10, New Delhi
43	Insulated Training Tools and Safety Gears	Industrial Training Institute Nizamuddin-Arab-ki-Sarai, Nizamuddin, Delhi-13, adjacent to Humayun Tomb.	110013	29-Nov-22	0.08	NA	Industrial Training Institute, Nizamuddin	Government of Delhi, Department of Training & Technical Education ITI Arab Ki Sarai, Nizamuddin, New Delhi
44	Insulated Training Tools and Safety Gears	Govt. of Delhi, Department of Training & Technical Education Industrial Training Institute Pusa Campus, New Delhi	110012	29-Nov-22	0.08	NA	Industrial Training Institute, Pusa	Government of Delhi, Department of Training & Technical Education ITI Pusa Campus, New Delhi
45	Insulated Training Tools and Safety Gears	Govt. Industrial Training Institute, Mehrauli Road, Gurgaon Haryana	122001	29-Nov-22	0.08	NA	Industrial Training Institute, Gurgaon	Govt. Industrial Training Institute, Mehrauli Road, Gurgaon Haryana
46	Insulated Training Tools and Safety Gears	Govt. Industrial Training Institute, Bani Park Near Chinkara Canteen Jaipur	302016	29-Nov-22	0.08	NA	Industrial Training Institute, Jaipur	Govt. Industrial Training Institute, Bani Park Near Chinkara Canteen Jaipur
47	Insulated Training Tools and Safety Gears	Govt. Industrial Training Institute, Nanda Nagar Indore	452011	29-Nov-22	0.08	NA	Industrial Training Institute, Indore	Govt. Industrial Training Institute, Nanda Nagar Indore
48	Insulated Training Tools and Safety Gears	Govt. Industrial Training Institute, Aliganj, Lucknow, Opp. Neera Nursing Home	226024	29-Nov-22	0.08	NA	Industrial Training Institute, Lucknow	Govt. Industrial Training Institute, Aliganj, Lucknow, Opp. Neera Nursing Home
49	Insulated Training Tools and Safety Gears	Govt. Industrial Training Institute, Pillar No.10, Canal Road, Shakti Nagar, Jammu	180001	29-Nov-22	0.08	NA	Industrial Training Institute, Jammu	Govt. Industrial Training Institute, Pillar No.10, Canal Road, Shakti Nagar, Jammu
50	Insulated Training Tools and Safety Gears	Industrial Training Institute, Tollygunge, 24, Chandi Ghose Road Kolkata	700040	29-Nov-22	0.08	NA	Industrial Training Institute, Kolkata	Industrial Training Institute, Tollygunge, 24, Chandi Ghose Road Kolkata

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						CSR Registration	Name	Address
51	Insulated Training Tools and Safety Gears	Industrial Training Institute, Sariahtali, Milanpur, Laodal, Nalbari, Assam	781337	29-Nov-22	0.08	NA	Industrial Training Institute, Guwahati	Industrial Training Institute, Sariahtali, Milanpur, Laodal, Nalbari, Assam
52	Insulated Training Tools and Safety Gears	Govt. Model Industrial Training Institute (MEN) Dairy Circle, Hosur Road, Bangalore	560029	31-Dec-22	0.08	NA	Industrial Training Institute, Bangalore	Govt. Model Industrial Training Institute (MEN) Dairy Circle, Hosur Road, Bangalore
53	Insulated Training Tools and Safety Gears	Industrial Training Institute Ambattur 563A. SIDCO Estate, Telephone Exchange, Chennai	600050	31-Dec-22	0.08	NA	Industrial Training Institute, Ambattur	Industrial Training Institute Ambattur 563A. SIDCO Estate, Telephone Exchange, Chennai
54	Insulated Training Tools and Safety Gears	Industrial Training Institute Mallepally 10-2-247/248, Vijayanagar Colony, Asifnagar Mandal, Hyderabad	500057	31-Dec-22	0.08	NA	Industrial Training Institute, Mallepally	Industrial Training Institute Mallepally 10-2-247/248, Vijayanagar Colony, Asifnagar Mandal, Hyderabad
55	Insulated Training Tools and Safety Gears	Industrial Training Institute Govandi, Kirol Road, Near S.T. Workshop, Vidyavihar (West)	400086	31-Dec-22	0.08	NA	Industrial Training Institute, Govandi	Industrial Training Institute Govandi, Kirol Road, Near S.T. Workshop, Vidyavihar (West)
56	Insulated Training Tools and Safety Gears	Govt. Industrial Training Institute Borivali, Marve charkop link road, Near Atharva engineering college, Ekata nagar, Mumbai	400067	31-Dec-22	0.08	NA	Industrial Training Institute, Borivali	Govt. Industrial Training Institute Borivali, Marve charkop link road, Near Atharva engineering college, Ekata nagar, Mumbai
57	Insulated Training Tools and Safety Gears	Industrial Training Institute Aundh, Near Parihar Chowk, Pune	411067	31-Dec-22	0.08	NA	Industrial Training Institute, Pune	Industrial Training Institute Aundh, Near Parihar Chowk, Pune
58	Insulated Training Tools and Safety Gears	Industrial Training Institute, New Ranip - Chenpur Road, Opp. Chenpur Petrol Pump, Taluko : Ahmedabad	382470	17-Feb-23	0.08	NA	Industrial Training Institute, Ahmedabad	Industrial Training Institute, New Ranip - Chenpur Road, Opp. Chenpur Petrol Pump, Taluko : Ahmedabad
59	Insulated Training Tools and Safety Gears	Industrial Training Institute Near Majura Gate Cross Road, Opp. New Civil Hospital, Surat	395001	17-Feb-23	0.08	NA	Industrial Training Institute, Surat	Industrial Training Institute Near Majura Gate Cross Road, Opp. New Civil Hospital, Surat
60	Hybrid Training Simulator	Govt. Industrial Training Institute Arab-ki-Sarai, Nizamuddin, adjacent to Humayun Tomb, Delhi	110013	28-Feb-23	0.08	NA	Industrial Training Institute, Nizamuddin	Govt. Industrial Training Institute Arab-ki-Sarai, Nizamuddin, adjacent to Humayun Tomb, Delhi
61	Hybrid Training Simulator	Govt. Industrial Training Institute PUSA CAMPUS, New Delhi	110012	24-Feb-23	0.08	NA	Industrial Training Institute, Pusa	Govt. Industrial Training Institute PUSA CAMPUS, New Delhi
62	Hybrid Training Simulator	Govt. Industrial Training Institute, Mehrauli Road, Gurgaon	122001	28-Feb-23	0.08	NA	Industrial Training Institute, Gurgaon	Govt. Industrial Training Institute, Mehrauli Road, Gurgaon
63	Hybrid Training Simulator	Govt. Industrial Training Institute, Bani Park Near Chinkara Canteen Jaipur	302016	24-Feb-23	0.08	NA	Industrial Training Institute, Jaipur	Govt. Industrial Training Institute, Bani Park Near Chinkara Canteen Jaipur
64	Hybrid Training Simulator	Govt, Industrial Training Institute, Nanda Nagar Indore	452011	28-Feb-23	0.08	NA	Industrial Training Institute, Indore	Govt, Industrial Training Institute, Nanda Nagar Indore
65	Hybrid Training Simulator	Govt. Industrial Training Institute, Aliganj, Opp. Neera Nursing Home, Lucknow	226024	28-Feb-23	0.08	NA	Industrial Training Institute, Lucknow	Govt. Industrial Training Institute, Aliganj, Opp. Neera Nursing Home, Lucknow
66	Hybrid Training Simulator	Govt. Industrial Training Institute, Pillar No.10, Canal Road, Shakti Nagar, Jammu	180001	24-Feb-23	0.09	NA	Govt. Industrial Training Institute, Jammu	Govt. Industrial Training Institute, Pillar No.10, Canal Road, Shakti Nagar, Jammu
67	Hybrid Training Simulator	Industrial Training Institute, Tollygunge, 24, Chandi Ghose Road, Kolkata	700040	23-Feb-23	0.09	NA	Industrial Training Institute, Kolkata	Industrial Training Institute, Tollygunge, 24, Chandi Ghose Road, Kolkata
68	Hybrid Training Simulator	Industrial Training Institute, Sariahtali, Milanpur, Laodal, Nalbari	781337	23-Feb-23	0.09	NA	Industrial Training Institute, Guwahati	Industrial Training Institute, Sariahtali, Milanpur, Laodal, Nalbari
69	Hybrid Training Simulator	Govt. Model Industrial Training Institute (MEN) Dairy Circle, Hosur Road, Bangalore	560029	28-Feb-23	0.08	NA	Industrial Training Institute, Bangalore	Govt. Model Industrial Training Institute (MEN) Dairy Circle, Hosur Road, Bangalore
70	Hybrid Training Simulator	Industrial Training Institute Ambattur 563A. SIDCO ESTATE, Telephone Exchange, Chennai	600050	28-Feb-23	0.08	NA	Industrial Training Institute, Ambattur Chennai	Industrial Training Institute Ambattur 563A. SIDCO ESTATE, Telephone Exchange, Chennai
71	Hybrid Training Simulator	Industrial Training Institute Mallepally 10-2-247/248, Vijayanagar Colony, Asifnagar Mandal, Hyderabad	500057	28-Feb-23	0.08	NA	Industrial Training Institute, Mallepally Hyderabad	Industrial Training Institute Mallepally 10-2-247/248, Vijayanagar Colony, Asifnagar Mandal, Hyderabad
72	Hybrid Training Simulator	Industrial Training Institute Govandi, Kirol Road, Near S.T. Workshop, Vidyavihar (West), Mumbai	400086	28-Feb-23	0.08	NA	Industrial Training Institute, Govandi	Industrial Training Institute Govandi, Kirol Road, Near S.T. Workshop, Vidyavihar (West), Mumbai
73	Hybrid Training Simulator	Govt. Industrial Training Institute Borivali, Marve charkop link road, Near Atharva engineering college, Ekata nagar, Kandivali (w), Mumbai	400067	28-Feb-23	0.08	NA	Industrial Training Institute, Borivali	Govt. Industrial Training Institute Borivali, Marve charkop link road, Near Atharva engineering college, Ekata Nagar, Kandivali (w), Mumbai
74	Hybrid Training Simulator	Govt. Industrial Training Institute Aundh, Near Parihar Chowk, Aundh Pune	411067	28-Feb-23	0.08	NA	Industrial Training Institute, Pune	Govt. Industrial Training Institute Aundh, Near Parihar Chowk, Aundh Pune
75	Hybrid Training Simulator	Industrial Training Institute ,New Ranip - Chenpur Road, Opp. Chenpur Petrol Pump, Taluka, Ahmedabad	382470	23-Feb-23	0.08	NA	Industrial Training Institute, Ahmedabad	Industrial Training Institute ,New Ranip - Chenpur Road, Opp. Chenpur Petrol Pump, Taluka, Ahmedabad

Sl. No.	Short particulars of the property or asset(s)	Complete address and location of the property	Pin code of the property or asset	Date of Creation	Amount of CSR amount spent (₹ in million)	Details of entity/ Authority/ beneficiary of the registered owner Name		
						CSR Registration	Name	Address
76	Hybrid Training Simulator	Industrial Training Institute Near Majura Gate Cross Road, Opp. New Civil Hospital, Surat	395001	23-Feb-23	0.08	NA	Industrial Training Institute, Surat	Industrial Training Institute Near Majura Gate Cross Road, Opp. New Civil Hospital, Surat
77	Desktop for MSBT Station	Govt. Industrial Training Institute -Arab ki Sarai-Nizamuddin East, New Delhi	110013	12-Dec-22	0.18	NA	Govt. Industrial Training Institute, Arab Ki Sarai, Nizamuddin	Govt. Industrial Training Institute -Arab ki Sarai-Nizamuddin East, New Delhi
78	Desktop for MSBT Station	Govt. Industrial Training Institute Ambala City Urban Estate, Sector 7, Ambala, Ambala	134002	7-Feb-23	0.18	NA	Govt. Industrial Training Institute, Ambala	Govt. Industrial Training Institute Ambala City Urban Estate, Sector 7, Ambala, Ambala
79	Desktop for MSBT Station	Model Industrial Training Institute, Govindpura Industrial Area, Bhopal, Madhya Pradesh,	462023	7-Feb-23	0.18	NA	Model Industrial Training Institute, Bhopal	Model Industrial Training Institute, Govindpura Industrial Area, Bhopal, Madhya Pradesh,
80	Desktop for MSBT Station	Govt. Industrial Training Institute, F-Block, Sirsa,	125055	7-Feb-23	0.18	NA	Govt. Industrial Training Institute, Sirsa	Govt. Industrial Training Institute, F-Block, Sirsa,
81	Desktop for MSBT Station	Govt. Industrial Training Institute, Naini Gaon Chaka Mirzapur Road, Allahabad,	211008	7-Feb-23	0.18	NA	Govt. Industrial Training Institute, Naini	Govt. Industrial Training Institute, Naini Gaon Chaka Mirzapur Road, Allahabad,
82	Safety Simulator - Fire Extinguisher	Govt. Industrial Training Institute Nizamuddin Arab ki Sarai, Nizamuddin East – Delhi	110013	19-Dec-22	0.13	NA	Govt. Industrial Training Institute, Nizamuddin	Govt. Industrial Training Institute Nizamuddin Arab ki Sarai, Nizamuddin East – Delhi
83	Safety Simulator - Fire Extinguisher	Govt. Industrial Training Institute Ambala City, Urban Estate, Sector -7, Ambala, Haryana	134002	9-Feb-23	0.13	NA	Govt. Industrial Training Institute, Ambala	Govt. Industrial Training Institute Ambala City, Urban Estate, Sector -7, Ambala, Haryana
84	Safety Simulator - Fire Extinguisher	Govt. Industrial Training Institute, Govindpura Industrial Area, Bhopal, Madhya Pradesh	462023	9-Feb-23	0.13	NA	Govt. Industrial Training Institute, Bhopal	Govt. Industrial Training Institute, Govindpura Industrial Area, Bhopal, Madhya Pradesh
85	Safety Simulator - Fire Extinguisher	Govt. Industrial Training Institute Sirsa, F Block, Haryana	125055	9-Feb-23	0.13	NA	Govt. Industrial Training Institute, Sirsa	Govt. Industrial Training Institute Sirsa, F Block, Haryana
86	Safety Simulator - Fire Extinguisher	Govt. Industrial Training Institute, Sector-28C, Chandigarh	160028	9-Feb-23	0.13	NA	Govt. Industrial Training Institute, Chandigarh	Govt. Industrial Training Institute, Sector-28C, Chandigarh
87	Safety Simulator - Fire Extinguisher	Govt. Industrial Training Institute, Naini Gaon Chaka, Mirzapur Road, Allahabad, Uttar Pradesh	211008	9-Feb-23	0.13	NA	Govt. Industrial Training Institute, Naini Prayagraj	Govt. Industrial Training Institute, Naini Gaon Chaka, Mirzapur Road, Allahabad, Uttar Pradesh
88	Safety Simulator - Fire Extinguisher	Govt. Industrial Training Institute Karuandi, Near BHU, Varanasi, Uttar Pradesh	221005	9-Feb-23	0.13	NA	Govt. Industrial Training Institute, Karaundi	Govt. Industrial Training Institute Karaundi, Near BHU, Varanasi, Uttar Pradesh
89	MSBT Station	Govt. Industrial Training Institute Nizamuddin Arab ki Sarai, Nizamuddin East - Delhi	110013	18-Nov-22	0.09	NA	Govt. Industrial Training Institute, Nizamuddin	Govt. Industrial Training Institute Nizamuddin Arab ki Sarai, Nizamuddin East – Delhi
90	MSBT Station	Govt. Industrial Training Institute Sirsa, F Block, Haryana	125055	4-Jan-23	0.10	NA	Govt. Industrial Training Institute, Sirsa	Govt. Industrial Training Institute Sirsa, F Block, Haryana
91	MSBT Station	Govt. Industrial Training Institute, Urban Estate, Sector -7, Ambala, Haryana	134002	9-Jan-23	0.10	NA	Govt. Industrial Training Institute, Ambala	Govt. Industrial Training Institute, Urban Estate, Sector -7, Ambala, Haryana
92	MSBT Station	Govt. Industrial Training Institute, Govindpura Industrial Area, Bhopal	462023	17-Jan-23	0.11	NA	Govt. Industrial Training Institute, Bhopal	Govt. Industrial Training Institute, Govindpura Industrial Area, Bhopal
93	MSBT Station	Govt. Industrial Training Institute, Naini Gaon Chaka, Mirzapur Road Naini, Allahabad	211008	27-Jan-23	0.12	NA	Govt. Industrial Training Institute, Naini Prayagraj	Govt. Industrial Training Institute, Naini Gaon Chaka, Mirzapur Road Naini, Allahabad

9. Reason(s), if the Company has failed to spend two % of the average net profit as per section 135(5) – Not applicable

R.C. Bhargava
Chairman CSR Committee

Hisashi Takeuchi
Managing Director and CEO

Impact Assessment Report of CSR projects undertaken

Introduction

Maruti Suzuki CSR

As part of its Corporate Social Responsibility initiatives, Maruti Suzuki India Limited (MSIL) implements programs across three broad themes – namely, Skill development, Road safety, and Community development. MSIL's CSR programs were conceptualised to address the pressing national issues in the above-stated themes. The MSIL's CSR interventions are aligned with the social development priorities of the country.

Impact Assessment study

Social Lens Consulting Private Limited, an independent impact assessment agency was onboarded to assess the outcomes and impact of the programs from a third-party perspective for the interventions implemented in 2021-22.

Study Methodology

A Mixed-methods approach was adopted including quantitative surveys, qualitative In-depth interviews & Focus Group Discussions (FGD). Data was collected through primary and secondary research. Additionally, a multi-stakeholder approach was adopted to gain a comprehensive understanding of the program's impact.

Executive Summary:

S.No	Project	Outcome/Impact
1	**Multi-Specialty Hospital in partnership with Ramanbhai Foundation (CSR arm of Zydus Hospital) including support to public health dispensary.** **Output:** • 25000+ patients benefitted through the hospital. • 3037 patients received health check-up services	• 90.36% of the interviewed patients were of the opinion that the services offered by the Hospital are affordable. • 81.93% of the patients stated that the Hospital had increased their access to quality and specialized medical services. • There has been a decrease of ₹ 25,000 in average annual medical expenses of patients for major treatments such as orthopaedic knee replacement and caesarean operations. • Many patients also mentioned that they could avail critical tertiary care services near their villages. Earlier they used to travel to Ahmedabad and other cities to avail such services.
2	**Maruti Suzuki Podar Learn School** **Output:** • 150 students were studying in the school during 2021-22 • 13 teachers were working in the school during 2021-22	• Access to English-medium education has been significantly improved for the members of the community because of affordable fees and greater proximity. • 91.49% of the respondents were satisfied with the facilities available in the school. Additionally, 87.23% of the students were of the opinion that the teachers were supportive and 89.36% of the students stated that the teachers used interactive teaching methods. • There is a strong emphasis placed on holistic learning, reflected by the level of access to labs, computers, and other resources for the students, as well as the imparting of moral education in a curriculum devised by the AOTS The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), a Japanese organization for human resources development in developing countries. • Students are provided with plenty of opportunities in indoor and outdoor sports, with 63.83% of the respondents utilising the outdoor play arena and 14.8% of the respondents utilising the indoor play area. • 90% of the parents surveyed were extremely satisfied with MSPLS and stated that the quality of teaching at the school had contributed to improved learning outcomes in their children.
3	**Village Development Projects including Community Infrastructure, Health Facilities, Waste management including water and sanitation staff.** **Output:** • 26 villages benefitted through various community development programs. Among them,15 villages benefitted through the village cleaning project. • 37200 Kg of waste collected every day • 2 villages benefitted from the waste management plant • 653.64 tons of waste were processed through the waste management plant during 2021-22. • To improve the overall wellbeing of the community, the common community infrastructure of project villages were developed such as the construction of panchayat bhavan, laying paver streets, pond and park work and other village infrastructure development	• 91.17% of the community members interviewed stated that waste management was a challenge, before MSIL's interventions. • Post Maruti Suzuki intervention, 96% of the respondents of the villages of Kasan and Aliyar categorised their villages as very clean or clean (40% of the community members in Manesar categorised their villages as 'very clean', 56% of the respondents categorised it as 'clean', while 4% categorised it as 'satisfactory'.) • 100% of the community members felt improvement in at least one aspect of the sanitation. • Post-intervention, as waste is being handled properly in project villages, the top two improvements felt by the local community are improvement in accessibility to the public area and no foul smell. • 92% of the community members interviewed at Bhalot village in Rohtak stated that during the period of MSIL's interventions, the village was clean.
4	**Vocational Training through Japan India Institutes for Manufacturing (JIM) set up by MSIL** **Output:** • 1200 students completed training since inception • 191 Students completed training across various trades for the period for which the Impact Assessment study was conducted. • During their course at JIM, the students were given a stipend for their On Job Training (OJT).	• On asking open-ended questions to the JIM alumni, 98.84% of the respondents recollected that they received Safety training, 96.51% recollected that they received training in Japanese manufacturing practices, 95.35% recollected that they received training in Japanese Management principles like 5S, 3G, etc., and 88.37% recollected receiving training through the simulator. • The interviewed alumni also reported that they are finding ease and efficiency at their workplace due to the teaching of these additional modules. • More than 75% of the alumni stated that they had contributed to the purchase of electronic assets such as television & mobile phone and 85% of the alumni are contributing to meet the household expenditure to improve the overall standard of living of their families. • Post training at JIM, 62% of the students secured suitable jobs through placements arranged by the institute and for the remaining students the placement drive was ongoing during the study period.
5	**Upgradation of Government Industrial Training Institutes (ITIs)** **Output:** • Supported 30 Government ITIs in 2021-22 • 6,810 students received training through the MSIL-supported ITIs in 2021-22	• On asking open-ended questions, the alumni of ITIs recollected being taught concepts such as work culture (70%), safety (71%) and discipline (85%) during the training that they received at ITIs. • More than 59% of the alumni were currently employed or pursuing higher education. • The respondents also stated that in the absence of the program, they would either be unemployed or would be doing odd jobs.

S.No	Project	Outcome/Impact
6	**Support to ITI Tathagat, Mirzapur** **Output:** • 49 students trained during 2021-22	• 100% of the interviewed alumni reported satisfaction with the training and its delivery. • 50% of the seats are reserved for local tribal youth & girl students. Also, Free education is provided to girl students and other disadvantaged groups such as disabled students and children of single parents. • Since inception, more than 150 tribal and girl students have benefited through the free course. • During the study period, the placement drives were ongoing and 22% of the students had received placements. • Employment opportunities were created in the form of ITI staff for 24 individuals.
7	**Upgradation of Automobile Trade (vehicle service, repair, etc.) at Industrial Training Institutes (ITIs)** **Output:** • 39 Government ITIs benefitted from MSIL support in 2021-22. • 1827 students received training through the MSIL-supported ASEC courses in 2021-22.	• 96.42% of the alumni surveyed were extremely satisfied with the training and knowledge imparted to them during their course of study. • 64.29% of the alumni from the ASECs were employed in automobile service centres post-course completion and 7.14% of the alumni stated that the training received from the ASECs had empowered them to start their own business ventures. • Many respondents stated that the emphasis placed on concepts such as discipline, safety, soft skills, teamwork and time management during the course were of immense use to them at the workplace.
8	**Apprentice Training Programme for Industrial Training Institute (ITI) students** **Output:** • 2000+ individuals were provided with a paid apprenticeship opportunity	• Through the stipend they received, 55.32% of the apprentices reported that they were able to contribute to their household's recurring expenses and 44.68% of the apprentices reported contributing to the purchase of assets in their households, indicating financial independence and stability attained through the opportunity. • 56% of the apprentice were currently employed at the MSIL plant and 20% of the apprentice were working with other companies or established their own business or went for higher studies.
9	**Automation of examination for the issuance of Driving License in collaboration with Delhi Transport Department** **Output:** • 12 ADTC centres set up • More than 3,70,000 driving tests had been conducted since inception, until March 2022 • 1,68,291 driving tests were conducted during 2021-22	• In 2019, the license test pass percentage came down from 84.16% to 34.77%. The automated tests prevented drivers with poor driving skills from getting a license. However, the pass percentage increased to 50.59% at the end of March 2021 proving that the driving license aspirants had improved their driving skills and only qualified drivers received the license. • 66.67% of the test candidates surveyed perceived that the automation of driving test tracks led to increased accuracy in testing. • 70.18% of the candidates surveyed believed automation of driving test tracks will lead to better road safety and fewer accidents.
10	**MSIL's COVID-19 response activities** **Output:** • Donated 804 Oxygen cylinders and 25 ventilators • Donated and installed 14 Oxygen generating plants	• Improved the production capacity of a ventilator manufacturer from around 50 ventilators per day to around 400 ventilators per day. • Improved the production capacity of Oxygen generating plant manufacturers from around 3-8 per month to around 50 per month.

Report By
Social Lens

Annexure - B

FORM AOC - 2

(Pursuant to clause (h) of sub-section (3) of section 134 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014)

Form for disclosure of particulars of contracts/arrangements entered into by the company with related parties referred to in sub-section (1) of section 188 of the Companies Act, 2013 including certain arms length transactions under third proviso thereto

1. Details of contract or arrangement or transactions not at arms' length basis: NIL

2. Details of material contracts or arrangements or transactions at arms' length basis:

S. No.	Name(s) of the related party and nature of relationship	Nature of contracts/ arrangements/ transactions	Duration of contracts/ arrangements/ transactions	Salient terms of the contracts or arrangements or transactions including the value, if any:	Date(s) of approval by the Board, if any:	Amount paid as advances, if any:
1.	Suzuki Motor Corporation (SMC) (Holding Body Corporate)	Long Term Contract with recurring transactions with respect to purchase of components from SMC.	April 2022-March 2023	₹ 2115 Crore	Since the transaction is in the ordinary course of business and at arms' length basis, approval of the Board is not applicable.	-
2.	Suzuki Motor Corporation (SMC) (Holding Body Corporate)	Long Term Contract with recurring transactions with respect to export of vehicles and kits by the company to SMC.	April 2022-March 2023	₹ 6337.4 Crore	Since the transaction is in the ordinary course of business and at arms' length basis, approval of the Board is not applicable.	-
3.	FMI Automotive Components Private Limited (FMI) (Associate Company)	Long Term Contract with recurring transactions with respect to purchase of components from FMI by the Company.	April 2022-March 2023	₹ 1274.4 Crore	Since the transaction is in the ordinary course of business and at arms' length basis, approval of the Board is not applicable.	-
4.	SKH Metals Limited (SKH) (Associate Company)	Long Term Contract with recurring transactions with respect to purchase of components from SKH by the Company.	April 2022-March 2023	₹ 750.4 Crore	Since the transaction is in the ordinary course of business and at arms' length basis, approval of the Board is not applicable.	-
5.	Jay Bharat Maruti Limited (JBML) (Associate Company)	Long Term Contract with recurring transactions with respect to purchase of components from JBML by the Company.	April 2022-March 2023	₹ 1102 Crore	Since the transaction is in the ordinary course of business and at arms' length basis, approval of the Board is not applicable.	-
6.	Krishna Maruti Limited (Krishna Maruti) (Associate Company)	Long Term Contract with recurring transactions with respect to purchase of components from Krishna Maruti by the Company.	April 2022-March 2023	₹ 1780.7 Crore	Since the transaction is in the ordinary course of business and at arms' length basis, approval of the Board is not applicable.	-
7.	Bharat Seats Limited (Bharat Seats) (Associate Company)	Long Term Contract with recurring transactions with respect to purchase of components from Bharat Seats by the Company.	April 2022-March 2023	₹ 758.3 Crore	Since the transaction is in the ordinary course of business and at arms' length basis, approval of the Board is not applicable.	-

S. No.	Name(s) of the related party and nature of relationship	Nature of contracts/ arrangements/ transactions	Duration of contracts/ arrangements/ transactions	Salient terms of the contracts or arrangements or transactions including the value, if any:	Date(s) of approval by the Board, if any:	Amount paid as advances, if any:
8.	TDS Lithium-Ion Battery Gujarat Private Limited (TDS Gujarat) (Fellow Subsidiary Company)	Long Term Contract with recurring transactions with respect to purchase of components from TDS Gujarat by the Company.	April 2022-March 2023	₹ 1200.9 Crore	Since the transaction is in the ordinary course of business and at arms' length basis, approval of the Board is not applicable.	-
9.	Suzuki Motorcycle India Private Limited (Suzuki Motorcycles) (Fellow Subsidiary Company)	Long Term Contract with recurring transactions with respect to sale of goods by the Company to Suzuki Motorcycles.	April 2022-March 2023	₹ 1522.2 Crore	Since the transaction is in the ordinary course of business and at arms' length basis, approval of the Board is not applicable.	-
10.	Magyar Suzuki Corporation Limited (Magyar Suzuki) (Fellow Subsidiary Company)	Long Term Contract with recurring transactions with respect to sales of goods by the Company to Magyar Suzuki.	April 2022-March 2023	₹ 439.5 Crore	Since the transaction is in the ordinary course of business and at arms' length basis, approval of the Board is not applicable.	-

For and on behalf of the Board of Directors

Hisashi Takeuchi
Managing Director & CEO
DIN: 07806180

Kenichiro Toyofuku
Director (Corporate Planning)
DIN: 08619076

New Delhi
26th April, 2023

Annexure - C

Nomination and Remuneration Policy

1. Scope

1.1. This Nomination and Remuneration Policy (the "Policy") has been framed in compliance with Section 178 of the Companies Act, 2013 (Act) and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations').

1.2. This Policy aims to ensure that the persons appointed as Directors and Key Managerial Personnel (KMPs) as defined under the Act and Senior Management (designated Executive Officer and above) possess requisite qualifications, experience, expertise and attributes commensurate with their positions and level of management responsibilities and that the composition of remuneration to such persons is fair and reasonable and sufficient to attract, retain and motivate these persons to run the Company successfully.

1.3. This Policy is applicable to Directors, KMPs, Senior Management and other employees of the Company.

2. Objective

1.1. The objective of this Policy is to provide a framework for appointment, removal and remuneration of Directors, KMPs and Senior Management.

1.2. The Policy aims to provide:

(i) Criteria of appointment and removal of Directors, KMPs and Senior Management;

(ii) Criteria for determining qualifications, positive attributes and independence of a Director;

(iii) Remuneration of Directors, KMPs and Senior Management;

(iv) Principles for retaining, motivating and promoting talent and ensuring long term retention of talent and creating competitive advantage.

3. Board Diversity

While considering the composition of the Board, the Nomination and Remuneration Committee ('NRC') will take into account the diversity of the members of the Board based on a number of factors, inter-alia, gender, age, qualifications, nationality, professional experience, recognition, skills and ability to add value to the business. Subject to the provisions of the Act including rules and regulations made thereunder and Listing Regulations, the Board shall have atleast one woman Director, persons who have strong technical/managerial/administrative backgrounds relevant to the business of the Company and those who have excelled in one or more areas of finance/ accounting/ law/public policy with top level administrative/ managerial experience.

4. Qualifications and Attributes for Directors, KMPs and Senior Management

1.1. The prospective Director:

(i) should be of the highest integrity and level of ethical standards;

(ii) should possess the requisite qualifications, skills, knowledge, experience and expertise relevant or useful to the business of the Company.

(iii) should, while acting as a Director be capable of balancing the interests of the Company, its employees, the shareholders, the community and of the need to ensure the protection of the environment; and

(iv) should inter-alia,

(a) uphold the highest ethical standards of integrity and probity;

(b) act objectively and constructively while exercising his / her duties;

(c) exercise his / her responsibilities in a bona fide manner in the interest of the Company;

(d) devote sufficient time and attention to his / her professional obligations for informed and balanced decision making;

(e) not allow any extraneous considerations that will vitiate his / her exercise of objective independent judgment in the paramount interest of the Company as a whole, while concurring in or dissenting from the collective judgment of the Board in its decision making;

(f) not abuse his / her position to the detriment of the Company or its shareholders or other stakeholders or attempt to gain direct or indirect personal advantage or advantage for any associated person;

(g) avoid conflict of interest, and in case of any apparent situation of conflict of interest, make appropriate disclosures to the Board;

(h) assist the Company in implementing the best corporate governance practices;

(i) strictly adhere to and monitor legal compliances at all levels; and

(j) protect confidentiality of the confidential and proprietary information of the Company.

(v) In addition, in the case of an Independent Director(s), he/she must also satisfy the criteria specifically set out under applicable laws including the Act and the Listing Regulations.

1.2. The KMPs and the Senior Management should possess the highest integrity and ethical standards and have the requisite qualification and experience in any field relevant to and necessary for the business of the Company, including but not limited to technology, finance, law, public administration, management, accounting, marketing, production and human resource. They should also meet the requirements of the Act, Rules, Listing Regulations and / or any other applicable laws.

5. Evaluation of the Board, its Chairman, Individual Directors and Committees of the Board

The evaluation of the Board, its Chairman, individual Directors and committees of the Board shall be undertaken in compliance with the provisions of Section 134(3)(p), Section 178 and Listing Regulations.

6. Appointment and Removal of Non-Executive/ Independent Directors

1.1 Appointment

(i) Depending upon the requirements of the Company, the NRC shall identify from sources the Committee considers appropriate and reliable the persons who meet the requisite criteria and recommend their appointment to the Board at appropriate times.

(ii) The Board will consider the recommendations of the NRC and accordingly, approve the appointment and remuneration of Non-executive and / or Independent Directors, subject to the needs of the Company and the approval of the shareholders.

(iii) The appointment process shall be independent of the Company management. While selecting persons for appointment as Independent Directors, the Board shall ensure that there is an appropriate balance of skills, experience and knowledge in the Board so as to enable the Board to discharge its functions and duties effectively.

(iv) The appointment of Independent Directors shall be formalised by way of letters of appointment in accordance with the applicable laws and the requisite related disclosures in relation to such appointments made.

(v) The process for appointment of Independent Directors prescribed under the Act, the Listing Regulations and specifically the procedure set out under Schedule IV of the Act (Code for Independent Directors) will be followed. The Board shall also comply with other applicable laws.

1.2 Removal

The appointment of an independent Director may be terminated at the recommendation of the NRC or by the Board on its own in the event he/she:

a. commits a breach of any of the duties, functions and responsibilities or obligations towards the Company or for reasons prescribed under the Act; or

b. compromises independence vis-à-vis the Company in any manner whatsoever which will have an impact on the criteria of independence.

c. If he/she becomes prohibited by law or under the Articles of Association from being an Independent Director of the Company.

7. Appointment and Removal of Managing Director, Joint Managing Director, Whole-time Directors, KMPs and Senior Management Personnel

1.1. Appointment

(i) Depending upon the requirements of the Company for the above positions, the NRC shall identify persons and recommend their appointment to the Board including the terms of appointment and remuneration.

(ii) The Board will consider the recommendations of NRC and accordingly approve the appointment(s) and remuneration. The appointment of the Managing Director/Joint Managing Director/Whole-time Directors shall be subject to the approval of the shareholders.

(iii) Appointments of other employees will be made in accordance with the Company's Human Resource (HR) policy.

1.2. Removal

(i) The appointment of the Managing Director/Joint Managing Director/Whole-time Directors, may be terminated at the recommendation of the NRC or by the Board on its own, if such Director commits a breach of any of the duties, functions and responsibilities or obligations or he/she becomes prohibited by law or under the Articles of Association from being such Director of the Company.

(ii) The appointment of KMPs/Senior Management Personnel may be terminated at the recommendation of the NRC or by the Board on its own, if the person commits a breach of any duties, functions and responsibilities or obligations or for reasons prescribed under the Act or the Listing Regulations or for reasons of poor performance as measured as the result of the performance appraisal process over one or more years or suffers from any disqualification(s) mentioned in the Act, the Rules or under any other applicable laws, rules and regulations, or breaches the code of conduct and / or policies of the Company

(iii) In respect of employees in other positions, where an employee suffers from any disqualification(s) mentioned in the Act, if any, under any other applicable laws, rules and regulations, the code of conduct and / or policies of the Company, the Management of the Company may terminate the services of such employee as laid down in the HR Policy of the Company.

8. Remuneration

1.1. The remuneration of the Non-executive / Independent Directors will include the following:

(i) Variable remuneration in the form of commission calculated as a percentage of the net profits of the Company as recommended by the NRC and to the extent permitted in the Act and approved by the Board and / or the shareholders of the Company. The payment of commission is based on criteria such as attendance at meetings of the Board/ Committees of the Board, time devoted to the Company's work, the responsibilities undertaken as Chairmen of various committees/the Board, their contribution to the conduct of the Company's business, etc.

(ii) Sitting fee for attending meetings of the Board and committees constituted by the Board

(iii) Reimbursement of expenses for participation in the meetings of the Board and other meetings.

1.2. The remuneration of the Managing Director, Joint Managing Director, Whole-time Directors, KMPs and Senior Management Personnel should be commensurate with qualifications, experience and capabilities. The remuneration should take into account past performance and achievements and be in line with market standards. In determining the total remuneration, consideration should be given to the performance of the individual and also to the performance of the Company. In both cases, performance is measured against goals/plans determined beforehand at the commencement of a year and well communicated to the individual/ the individual holding the management position, as the case may be.

1.3. The remuneration of the Managing Director/Joint Managing Director/Whole-time Directors/KMPs/Senior Management Personnel will include the following:

(i) Salary and allowances - fixed and variable besides other Benefits as per Rules contained in the HR Policy applicable to Senior Management Personnel;

(ii) Retirement benefits including provident fund / gratuity/ superannuation / leave encashment;

(iii) Performance linked bonus.

1.4. No Sitting Fee shall be payable to the Managing Director/ Whole-time Directors for attending meetings of Board or the committees constituted by the Board.

1.5. The remuneration of the employees other than Senior Management Personnel shall be as per Company's HR Policy.

9. Increments

1.1. Increments of Managing Director/Joint Managing Director/ Whole-time Directors will be granted by the Board based on the recommendation of the NRC taking into account the performance of the individual, the performance of the business and the Company as a whole. Performance will be measured against pre- determined and agreed goals/ plans which are made known at the commencement of the year. The Board and the shareholders of the Company may approve changes in remuneration from time to time.

1.2. Appraisal will be carried out and award of increments of the KMPs/Senior Management Personnel/other employees will be determined according to the prevalent HR Policy and practice of the Company. The NRC will oversee compliance with the process.

10. Review/Amendment

Based on the recommendation of the NRC, the Board may review and amend any or all clauses of this Policy depending upon exigencies of business.

Annexure - 1

Evaluation Criteria

The evaluation of performance of the Directors of the Company shall be undertaken as under:

S. No	Provisions of the Act	Evaluation of Performance of	Performance to be evaluated by
A.	Section 178(2)	Independent Directors	Nomination and Remuneration Committee
		Non-Independent Directors	
B.	Section 134(3)(p) read with Schedule IV of the Act	The Board	The Board
		Committees of the Board	
		Independent Directors	
		Non-Independent Directors	
C.	Listing Regulations and Schedule IV of the Act	Non-Independent Directors	Independent Directors
		The Board	
		Chairman of the Company	

Annexure - D

Information in accordance with Section 134(3)(m) of the Act read with Rule 8 of the Companies (Accounts) Rules, 2014 and forming part of the Boards' Report for the year ended 31st March, 2023

A. Energy Conservation

The Company has continued its drive towards energy conservation with focus on efficiency improvement, renewable portfolio and mass awareness across all the plants. The major activities carried out during the year towards efficiency improvement are as under:

Identification of opportunities for improvement with respect to elimination / minimization secondary energy forms, waste elimination and efficiency. Under this, some of the activities were implemented with saving in Ton CO_2 (T CO_2) which are as under:

- Installation of hot water generators in paint shops of Manesar to substitute usage of steam in process, resulting in estimated saving of 480 Ton CO_2.
- Identification & rectification of compressed air leak points in pneumatic systems which corresponds to 2.8% of the consumption of the compressed air in 2022-23.
- Upgradation of inefficient pump sets/motors with energy efficient pump motor sets in Gurugram & Manesar plant resulting in estimated reduction of 375,121 kWh (269 Ton CO_2).
- Reduction in running of cooling tower by installing separate cooling system at Gurugram plant, resulting in estimated reduction of 34,008 kWh (25 Ton CO_2).

With a focus on moving towards carbon neutrality, enhancement in renewable energy was done as under:

Captive Solar power plant

- The Company has an installed capacity of 26.3 MWp of solar power plant which has generated 28,685 MWH solar energy (increase from 5.4% to 5.52% of total electricity consumption). This has resulted in total CO_2 Reduction of 19,093 Ton.

Renewable energy through green tariff

- The Company has executed an agreement with govt. distribution company for supply of Green energy under green tariff regulation for Casting and Gurugram plant. During the year 2022-23, 9,003 MWH green energy was purchased resulting in reduction of CO_2 footprint by 6,392 Ton.

In order to spread mass awareness about the significance of energy conservation, efficiency improvement, renewable energy, and impact on the environment and climate change, some of the steps taken by the Company are as under:

- Periodically publishing snippets on environmental aspect (bi-weekly) and energy perspective (weekly) on the Company's internal mail portal.
- Commemorating National Energy Conservation Day on 14th December.
- The Company celebrated Energy Week during 12th-18th December, 2022. During this week, various activities were carried out like energy conservation drive (identification & rectification of compressed air leaks) in shops, awareness sessions from eminent speakers, quizzes, poster and competitions. More than 2,500 employees participated in these activities.

Environment

- The Company has implemented an Extended Producer Responsibility (EPR) program to manage plastic packaging utilized for Maruti Genuine Parts (MGP)/ Maruti Genuine Car Accessories (MGA).
- Upgradation of existing Sewage Treatment Plants (STPs) in Gurugram, Manesar and Rohtak facilities for improvement in treated water parameters resulting in improved recycling of treated water.
- Activities undertaken during Environment month include:
  - Tree plantation at all plant locations, as well as at the Regional Parts Distribution Centers.
  - Displaying banners with the theme of World Environment Day.
  - Online and offline guest lectures by distinguished experts in the field of environment.
  - Online quiz.
  - Displaying environmental messages on TV screens at canteens.
  - Introducing new activities across all locations (Gurugram, Manesar including MPT and Casting, Rohtak R&D centre and Head Office) aimed at raising awareness, such as the ICE Event (Individual Contributor for Environment).
- Concept of Environmental snippets was initiated with an aim of enhancing environmental awareness among the Company's personnel. The program was first launched on 25th May, 2021, and this year marks the distribution of the 100th snippet across the organization.

- In May 2022, the Company updated its Environmental Policy and revised it to Environmental and Energy Policy. This revised policy integrates the core values from Suzuki Environmental Vision 2050, aligning the organization's efforts with its long-term sustainability objectives.

The Company committed a capital investment of ₹ 1,474 million towards activities and equipment for energy conservation and ₹ 105 million towards environment improvement.

B. Research & Development (R & D)

The Company is committed to supporting the government's vision of building a self-reliant and sustainable India. The R&D centre plays a crucial role and it is instrumental in Company's growth and success by developing new technologies, designing, and testing new products, and ensuring compliance with regulatory norms.

The Indian automotive industry is rapidly evolving due to multiple factors like changes in the consumer aspirations, shift towards environment friendly, safe, connected technologies. Being a market leader, the Company has been at the forefront of customer satisfaction and value proposition by bringing new products equipped with the latest technologies, features which offer high level of safety, reliability, performance, and fuel efficiency.

The current year has started on a positive note, with a recovery in economic activity and a steady demand for vehicles. However global semiconductor shortage continued to play spoilsport for the Indian automobile industry. The shortage of electronic components had an impact on the production of vehicles which are primarily sold in the domestic market. The company took all possible measures to minimise the impact e.g., components shortage was addressed with quick R&D support by specification change & alternate source development, alternate chip evaluation and usage optimization.

To meet the customer aspirations, the Company has introduced 8 New models and upgradation of various models catering to the customer requirements across various segments. With Indian market witnessing a rapid shift in customer preference for SUV's, the Company introduced New BREZZA and GRAND VITARA to strengthen the existing portfolio in SUV segment. Also, with FRONX and JIMNY, the Company entered into new segments catering to new customer aspirations of new-age SUV lovers as well as passionate off-roaders for sporty compact SUV and Lifestyle SUV. The Company aims to establish leadership in SUV segment. With introduction of these models, the Company has total of 4 SUV's in the model line-up catering to entire range of SUV customers.

The Company successfully launched models in other segments like full model change of Alto K10 along with minor change of models Ertiga, XL6, Eeco and CNG variants of Swift and S-Presso. The Company has launched products that are fresh in design, high in performance/reliability and are equipped with new technologies and features that are safe, affordable and environment friendly.

- **The Grand Vitara:** The Company launched its newest flagship offering from NEXA - The Grand Vitara. The premium SUV features a distinct exterior design, sophisticated interiors, segment-leading features and an industry redefining fuel-efficiency powered by its revolutionary Hybrid Powertrains.

  The Grand Vitara with Progressive Smart Hybrid technology features Suzuki's acclaimed K-series 1.5-litre Dual Jet, Dual VVT engine with a dual battery setup which offers Brake Energy Regeneration, Torque assist and Idle Stop- Start function to deliver superior acceleration, performance and fuel-efficiency. This powertrain delivers an excellent fuel-efficiency of up to 21.11km/l.

  The Grand Vitara also offers self-charging Strong Hybrid SUV features multiple drive modes (EV, Eco, Power and Normal), that allow The Grand Vitara to seamlessly switch between the engine and electric drive modes. The setup can also harness the power of both powertrains, depending on the driving situation. The environment friendly SUV can even drive as a pure EV with Zero Emissions as well. The Grand Vitara Intelligent Electric Hybrid, with an e- CVT transmission, delivers best-in-class fuel-efficiency of 27.97 km/l.

  Grand Vitara is available in both 5-speed manual and 6-speed automatic transmission options.

  Built on the acclaimed Suzuki TECT platform (Global C-platform), The Grand Vitara is secured with host of active and passive safety features such as:

  - 6 airbags (Front, Side & Curtain).
  - Electronic Stability Program (ESP) with Hill Hold Assist, 3-point ELR seat belts (All seats) and Front and Rear Disc Brakes are standard across all variants along with ABS + EBD.
  - Hill Descent Control for controlled descent in demanding conditions.
  - Tire Pressure Monitoring System (TPMS) for enhanced safety and an optimum drive experience.

  Grand Vitara is loaded with a host of high-tech features such as :

  - Head-Up-Display
  - Panoramic Sunroof
  - 360-degree parking camera system
  - Wireless Charging
  - In-built Suzuki Connect technology
  - Smart Play Pro+ Infotainment system
  - Ventilated front seats, Ambient light, Soft touch interiors etc.

  The SUV DNA of the Grand Vitara is brought to the forefront by Suzuki's legendary ALLGRIP SELECT technology. It provides the inherent values of "Fun to drive", "Peace of mind" by allowing the driver to choose from four driving modes (Auto, Sport, Snow, and Lock). The electronically controlled All-Wheel Drive system with selectable driving modes uses a simple push-and-turn dial, so the driver can experience different driving styles depending on the road surfaces or conditions. The Grand Vitara ALLGRIP SELECT comes as standard with Suzuki's Progressive Smart Hybrid technology and has a rated fuel-efficiency figure of 19.38 km/l.

- **New Brezza:** The Company launched the compact SUV – All-New Hot and Techy Brezza. The New Brezza comes packed with an array of sophisticated new-age tech, comfort, convenience and connected features. The New Brezza is available with a new youthful & energetic design, modern and spacious cabin and Next-Gen Powertrain with 6 speed Automatic Transmission.

  Taking the customer experience a step ahead, the New Brezza offers a host of features such as Electric Sunroof, Smartplay Pro+ Infotainment system, the premium Infotainment system **"Surround Sense"** is powered by **"ARKAMYS",** Wireless charger, HUD, 360 degree camera, Suzuki Connect, Coloured Multi-information display screen and Ambient light. Auto headlamps come with follow me home and lead me to vehicle function, Rear AC vents, Cooled glovebox, Rear fast-charging USB ports (A & C type) and Paddle shifter controls with automatic transmission.

  The New Brezza is packed with advanced technology-driven safety features such as 6 airbags (front, side and curtain), Electronic Stability Program (ESP) with Hill Hold Assist, 20+ safety features like reverse parking sensors, high-speed alert system, and ISOFIX child seat restraint system, etc.

  Powered by **Next-Gen K-series 1.5L Dual Jet, Dual VVT engine with Progressive Smart Hybrid System,** the All New Brezza offers a refined and comfortable driving experience.

- **Fronx:** FRONX pioneers a **'Shape of New'** compact SUVs in the country. The sporty compact SUV FRONX will introduce a new design trend into the country's SUV segment aimed at young trailblazers who want to stand out and set the trend with their unique choices. The FRONX is defined by its aerodynamic silhouette and proud stance with upright front and rear facia, roof rails and a wide bonnet to give it a commanding road presence.

  The FRONX is empowered with multiple powertrain options meeting the different customer requirements. All-new 1.0L K- series Turbo Boosterjet Direct Injection engine with Progressive Smart Hybrid technology is offered in 5-speed manual transmission and a 6-speed automatic with paddle shifters producing power of 100.06 Ps @ 5,500rpm and torque of 147.6Nm@ 2000rpm. Also it features Advanced 1.2L K-series Dual Jet, Dual VVT engine which offers Idle Start Stop technology and transmission options of 5-speed manual and AGS.

  FRONX comes with a wide range of connectivity features such as Head Up Display with turn-by-turn navigation, 360 view camera, wireless charger, 22.86cm (9") HD Smart Play Pro+ infotainment system with wireless Apple CarPlay and Android Auto connectivity. The Infotainment system also boasts premium sound acoustic tuning through "Surround Sense" powered by "ARKAMYS", Suzuki Connect, where customers can experience 40+ intelligent connected car features.

  The FRONX is built on Suzuki's signature **HEARTECT** platform, it uses high tensile and ultra-high tensile steel to ensure a stronger body structure. Also it is equipped with 6 airbags (driver, co-driver, side & curtain), 3-point ELR seatbelts, ESP with Hill Hold Assist & roll over mitigation, ABS with EBD & Brake Assist (BA), ISOFIX child seat anchorages, among other high-end safety features.

- **Jimny:** The Company unveiled its 5-door Jimny. The JIMNY is built on the 4 essentials of an off-road machine – Ladder Frame Chassis, Ample Body Angles, 3-link rigid axle suspension and ALLGRIP PRO (4WD) with low range transfer gear (4L mode). An off-road machine built for purpose, the JIMNY is developed to navigate treacherous terrains, manoeuvre through dense woods, and conquer the toughest terrains with ease. Additionally, it offers a comfortable ride as a daily driver.

With a body-on-frame design, the rugged JIMNY provides a sense of solidity offering a unique experience. Its squared body proportions instil a sense of confidence and gives the driver better visibility of the surroundings especially on treacherous topography. It boasts of a strong body frame built with proven ALLGRIP PRO for the toughest terrain for uncompromised off-roading performance. This JIMNY inherits the signature design elements such as the clamshell bonnet, vertical slits in the front grille and iconic round headlamps from the legendary Suzuki JIMNY.

JIMNY comes with 22.86cm (9") Smart Play Pro+ infotainment system with HD display and wireless Apple CarPlay and Android Auto connectivity. The Infotainment system also boasts premium sound acoustic tuning through "Surround Sense" powered by "ARKAMYS", Headlamp washer system to supplement the character of Off-Roader.

It is loaded with safety features such as 6-airbags, Brake (LSD) Limited Slip Differential, ESP with hill hold assist, hill decent control, rear-view camera, and ABS with EBD ensure a sense of safety and is powered by the proven K-series 1.5-litre engine with Idle Start Stop technology. It also has optimised torque delivery complemented by specially tuned 5-speed Manual and 4-speed Automatic Transmission.

With Suzuki's renowned ALLGRIP PRO technology, the JIMNY is capable of extreme off-roading while taking on the toughest of challenges. The special 4WD transfer case lets you shift seamlessly from 2H two-wheel drive to 4H four-wheel drive on-the-fly. Effortless shifting to 4L (low range transfer gear) drive mode gives the JIMNY maximum torque and traction for the most challenging off-road terrains.

- **The new Alto K10:** The New Alto K10 has been conceptualized, designed, and developed in India using Suzuki's Platform, Powertrain and Technology. All-New Alto K10 is now available with fresh new exteriors, spacious interiors, enhanced performance and a host of comfort, safety, convenience and connectivity features. It comes with more powerful and efficient Next-Gen K-series 1.0L Dual Jet, Dual VVT engine, spacious cabin, modern features, contemporary design and confident manoeuvrability.

  The New Alto K10 is powered by the Next-Gen K-Series 1.0L Dual Jet, Dual VVT engine, the All-New Alto K10 delivers 49kW(66.62PS) @5500rpm of peak power and 89Nm@3500rpm of maximum torque. This state-of-the-art peppy, lively & efficient K-series 1.0L engine offers an exciting & fun to drive experience. All-New Alto K10 will provide excellent fuel-efficiency of 24.90 km/l (AGS) and 24.39 km/l (MT).

  The New Alto K10 is available with both 5-speed Manual and Automatic Gear Shift (AGS) transmission options. The AGS transmission in the All-New Alto K10 offers enhanced driving comfort and convenience to consumers.

  Strengthening its commitment towards offering green vehicles, the Company has launched the New Alto K10 S- CNG. The New Alto K10 S-CNG is powered by a Next-Gen K-Series 1.0L Dual Jet, Dual VVT engine, offering unmatched fuel efficiency and refinement. The Alto K10 S-CNG's powertrain with dual-interdependent ECUs, develops a peak power output of 41.7kW (56.69PS) @5300RPM and maximum torque of 82.1Nm@3400RPM in CNG Mode. Available with a 5-speed manual gearbox, the Alto K-10 S-CNG delivers an incredible fuel-efficiency of 33.85 km/kg.

  The New Alto K10 – Loaded with safety comfort, convenience, and smart connectivity features.

  - The 17.78cm (7-inch) SmartPlay studio infotainment system features smartphone navigation and smartphone connectivity with Apple CarPlay, Android Auto and other SmartPlay Studio apps.
  - Easy operation and control at fingertips with steering mounted audio & voice controls.
  - Enhanced audio experience with front and rear door speakers.
  - Convenience and practicality are enhanced by the digital speedometer display, front power window switches on the instrument panel and remote keyless entry.
  - Dual Airbags, Anti-lock Braking System (ABS) with Electronic Brake Force Distribution (EBD).
  - Pre-tensioner and force limiter front seat belts.
  - Reverse parking sensors.
  - Speed sensing auto door lock and high-speed alert among others.

- **The New XL6** was launched with NEXA's value statement of "CREATE.INSPIRE". New XL6 with a bolder design, enhanced comfort features, in-built connected technology and Next-Gen Powertrain offers an immersive and indulgent driving experience. It enables the NEXA customer to revel in utmost comfort while maintaining discernible tastes. It stands out with its imposing stance, bold front fascia, and all-around body cladding with front & rear skid plates along with a host of key design updates, which enhance the bold appeal of the vehicle:

  - New Bold Front Grille with sweeping 'X-bar' element
  - Quad chamber LED reflector headlamps along with LED DRLs
  - Gloss black finish on B&C pillars, fender side garnish with chrome element
  - 3D LED Tail Lamps with light guide, Smoke Grey Lens & Shark fin antenna.
  - New back door garnish with chrome inserts and back door spoiler
  - Dual-tone body colour options

  Next-Gen XL6 offers an unparalleled experience to customers with advanced connected car technology - Suzuki Connect and 17.78cm (7inch) Smart Play Pro Touch Screen Infotainment System & Ventilated seat, Tire Pressure Monitoring System (TPMS), 360 View Camera & Four Airbags (Driver, Co-driver and front seat side). Electronic Stability Program (ESP) with Hill Hold Assist (HHA).

  With the Next-Gen K-series 1.5L Dual Jet, Dual VVT Gasoline Engine with Progressive Smart Hybrid Technology, the All-New XL6 offers a peak power of 75.8 kW@6000rpm and maximum torque of 136.8 Nm@4400 rpm. The New XL6 is available in 5-speed manual and an all-new advanced 6-speed Automatic Transmission with steering mounted Paddle Shifters and offers an incredible fuel-efficiency of 20.97 km/l (MT) and 20.27 km/l (AT) in line with our vision for reduced emissions.

- **The Next-Gen Ertiga** was launched with focus on technology, performance & comfort. The Next-Gen Ertiga is powered by Next Gen K-series 1.5L Dual Jet, Dual VVT engine with Progressive Smart Hybrid Technology offers a peak power of 75.8kW@6000rpm and a maximum torque of 136.8Nm@4400rpm. Available both in Petrol and CNG option, Next-Gen Ertiga offers an incredible mileage of 20.51 km/l (Petrol) and 26.11km/kg (CNG).

  The Next-Gen Ertiga is driven by an advanced 6-speed Automatic Transmission with Paddle Shifters, taking the customer comfort to an all-new height. With an elevated new design, enhanced refinement and improved fuel- efficiency the Next-Gen Ertiga features a host of new-age technology and convenience features like advanced connected car technology - Suzuki Connect and 17.78cm (7inch) Smart Play Pro Touch Screen Infotainment System. It also offers S-CNG to provide more value to customers.

- **The New Eeco:** Developed around the values of pride and progress, it is a vehicle that enables success and instils pride that comes from success for the family and for businesses. With its 1.2L Advanced K-Series Dual Jet, Dual VVT engine, improved interiors and enhanced safety features, the New Eeco is constantly adapting to the changing needs of customers. The new engine produces 80 bhp of power and a peak torque output of 104.4 Nm. While running on CNG, the power output is decreased to 71 bhp and the torque falls to 95 Nm. The vastly capable New Eeco gives owners the pride of knowing that they have made a smart choice by investing in an incredibly versatile vehicle that can easily meet all their needs.

- **New Tour S**: The Company launched new Tour S – the most Fuel-Efficient Entry-Level Sedan Taxi. Based on the latest generation Dzire, It is available with a sophisticated new design, plush and roomy interiors, and a spacious boot for enhanced practicality, the new Tour S will offer greater value for customers. It further strengthen the Company's Commercial network with an Advanced 1.2L K-Series engine, enhanced safety, and convenience features.

  The All-new Tour S is powered by the Advanced 1.2L K-Series engine. Available in both Petrol and factory-fitted S- CNG options, it offers an incredible fuel-efficiency rating of 23.15 km/l for the petrol-fuelled Tour S. The S-CNG version of the Tour S has a rated fuel-efficiency figure of 32.12 km/kg*, making it 21% more efficient than the outgoing model.

  The Company has been extensively utilizing its integrated R&D facility at Rohtak for testing and evaluation of new models. The integrated R&D facility at Rohtak has state-of-the-art vehicle testing and evaluation labs and different tracks to conduct various tests for design, development, emission and safety. The facility has contributed in a large measure to introduce new technologies like ESP, ABS, Hill Hold control and various homologation activities for Domestic & Export models. Installation & commissioning of Multi Axial Simulation Table (MAST) for accelerated durability evaluation inside controlled lab environment for vehicle aggregates like Battery mounting structure, CNG tank mounting structure & other overhang components will further enhance the opportunity of cost optimization. Introduction of new Brake Noise Dyno as part of Capacity enhancement to cater future New Model Development / Alternate Source / Localization testing requirements.

Technology
The Company has adopted and introduced many technologies centred on enhancing vehicles safety, fuel-efficiency, comfort, convenience and connectivity. The "CARE" [C- Customer Centric; A- Aspirational; R – Relevant; E – Experience] philosophy explains its approach for rolling out new technology for future. The Company not only provides advanced technologies in its vehicles but strives to provide the technology offering at competitive prices.

Safety
- **Tire pressure monitoring system** (TPMS) is offered in Grand Vitara, XL6 for enhanced safety on the road, as maintaining the specified Tire Pressure plays a major role to ensure optimum levels of Vehicle Handling, Tire Wear performance, Braking Distance & Fuel Efficiency.
- **Side & Curtain Airbags:** To enhance side crash safety, front row side airbags & full curtain airbags were introduced in New Brezza, Grand Vitara and Fronx.
- **Head Up Display (HUD):** In order to decrease distraction, it allows customers to drive without taking eyes off the road by displaying critical information like speed, RPM, fuel economy, and other pertinent notifications in a way that does not disturb the attention of the driver from the road. HUD is added in New Brezza, Grand Vitara and Fronx.
- **360 View Camera:** This year the technology has been introduced in New Brezza, Grand Vitara, Fronx for a comprehensive 3D view of surroundings, enabling safe parking & manoeuvring**.**
- **ESP (Electronic Stability Program) & Hill Hold:** ESP and Hill Hold Assist features are added in New Brezza to enhance the overall control, drivability & safety of the car. They are also powered with the Hill-Hold Assist to provide superior safety. Hill hold prevents the vehicle from rolling back on inclined slopes and in stop-start traffic condition to ensure maximum control of the car.
- **Rear SBR (Seat Belt reminder) feature:** In view of passenger safety, SBR is extended to rear seats in Fronx and Grand Vitara. The system is designed to alert the driver when front facing seat occupant(s) do not use the safety belt. Seat belt unfastened alert provided as "visual tell-tale" for first level warning and "visual with audible alert" as second level warning.

Comfort and convenience
- **Panoramic Sunroof:** With double slide mechanism and class leading opening area panoramic sunroof was introduced in Grand Vitara to offer a sense of freedom, premiumness, & roominess inside the vehicle.
- **The All-new Full Digital Instrument Cluster** is introduced in Grand Vitara which displays all vital information on the coloured screen for quick and easy use for the customers.
- **Wireless Charger:** Qi-certified Wireless charger with LED indicator helps in seamless charging of Qi-certified smartphones. It also has unique features such as device left alert system and over heating protection.
- **Ventilated Seat:** The driver and co-driver Ventilated Seats are designed and engineered to offer a cool and comfortable drive.
- **Smart-Play Pro & Pro+ Infotainment system** was expanded to new models in MSIL line-up – XL6, Ertiga, New Brezza, Grand Vitara, Fronx, Jimny. The new Infotainment system comes with a High-Definition display, intuitive user interface with advanced Voice Assist to offer seamless connected driving experience to customers.
- **Next Generation Suzuki Connect:** The next-gen telematics system- Suzuki Connect comes as an in-built feature in XL6, Ertiga, New Brezza, Grand Vitara, Fronx and Jimny. It offers enhanced vehicle safety & security, comfort & convenience, vehicle management, trips & driving behaviour analysis, status-alerts and remote operations etc. The new Suzuki Connect App is intuitively designed to provide superior user experience.
  - Offers remote functionalities like AC operation, vehicle safety & security, location and trips, vehicle status & alerts.
  - Customers can access these and many more features through the Suzuki Connect App on Smartphone, Smartwatch and Alexa Skill.

  Suzuki Connect first introduced in New Baleno with over 40+ connected car features is extended to New Brezza, Ertiga, XL6 & Grand Vitara giving customer the experience of always staying connected with the vehicle.
- **Advanced AGS/6AT**: Maruti Suzuki has been leading the change with revolutionary two-pedal technology, AGS (Auto Gear Shift), which offers driving convenience of an Automatic Transmission vehicle to Indian consumer at an affordable price without compromising on fuel economy. The AGS technology has been improved in All New Alto K10 to provide comfortable driving experience.
- **Remote AC operation by Telematics:** For comfort of customer, MSIL has upgraded Telematics features in new models like New Brezza, New XL6, Grand Vitara and so on to include climate control. Now customers can regulate temperature or turn on defogger right from home by using the Suzuki Connect app. Looking at harsh climate conditions in various parts of India, MSIL feels that by rolling out Remote AC feature, we are able to provide state-of-the art convenience to customers and additionally stands at-par with other competitors in the Telematic front.
- **AllGrip Select**: Suzuki ALLGRIP SELECT provides the inherent values of "Fun to drive", "Peace of mind" by allowing the driver to choose from four driving modes (Auto, Sport, Snow, and Lock).
- Available in Grand Vitara, the electronically controlled All-Wheel Drive system with selectable driving modes uses a simple push-and-turn dial, so the driver can experience different driving styles depending on the road surfaces or conditions.
- **AllGrip Pro:** AllGrip is a legendary All Wheel Drive technology from Suzuki that is proven and time-tested over decades. This intelligent technology delivers superior 4x4 capability on any surface or under any driving conditions giving you the confidence and peace of mind. Sporting Suzuki's renowned ALLGRIP PRO technology is capable of extreme off-roading while taking on the toughest of challenges. The special 4WD transfer case lets you shift seamlessly from 2H two-wheel drive to 4H four-wheel drive on-the-fly. Effortless shifting to 4L (low range transfer gear) drive mode gives the JIMNY maximum torque and traction for the most challenging off-road terrains.
- High efficiency PM2.5 Filter in Grand Vitara and cabin air filter is introduced in all segments- including Alto and Eeco.
- For rear passenger comfort added Rear AC Vent in New Brezza and Grand Vitara.

Environment friendly technologies
- **Powertrain:** K-Series engine realizes the true spirit of the global design trend of optimizing engine performance through innovative design techniques. It is currently offered in five different options across the product line-up: K10B, K12M, K15B and Next-gen Dual VVT Dual Injector K12N & K10C Engine. With continuous upgradation of the K-Series engine, the Company has improved nearly 30% Fuel efficiency in the last decade to delight value conscious Indian consumers.
- **1.5L Intelligent Electric Hybrid:**
  - Dual Power System: Electric motor and internal combustion engine
  - Self-charging strong hybrid electric vehicle with Energy regeneration
  - Multiple drive modes (EV, Eco, Power and Normal)
  - Superior acceleration & performance
  - Best In-Class fuel efficiency of 27.97 km/l in the Grand Vitara
- **1.5L Next-Gen K-series Dual Jet, Dual VVT engine with Progressive Smart Hybrid technology:**
  - Brake Energy Regeneration and Torque assist
  - Idle Stop Start
  - Excellent fuel-efficiency up to 21.11 km/l the Grand Vitara
  - Advanced Transmissions
  - e-CVT transmission in Intelligent Electric Hybrid variants
  - 6-speed Automatic Transmission with Paddle Shifters and 5-speed Manual in Smart Hybrid variants

  The New Powertrain provides a refined driving experience with a focus on improved NVH (Noise, Vibration and Harshness) and reduced emissions in line with Maruti Suzuki's vision for a greener and cleaner environment.
- **All-new 1.0L K-series Turbo Boosterjet Direct Injection engine** with Progressive Smart Hybrid technology. The Turbo Boosterjet engine is offered with the choice of 5-speed manual transmission and a 6-speed automatic with paddle shifters.

- **Suzuki ALLGRIP legendry off-roading prowess** provides intelligent all-wheel drive capability as per drive condition, offering:
  - o Fun-to-Drive experience
  - o Safety and Peace of mind
  - o ALLGRIP SELECT - User selectable Auto, Sport, Snow and Lock drive modes
- **Idle Start Stop (ISS) Technology:** Majority of models in line-up are equipped with idle start-stop system, which further improves fuel economy by cutting off the engine when idling in traffic.
- **Alternate fuel - CNG:** Maruti Suzuki expanded its green revolution to Nexa Channel and now offers 14 models with factory-fitted S-CNG technology, this is the largest range of CNG vehicles being offered in the industry. MSIL models have the lowest CO_2 emission intensity with respect to all CNG models across the industry. CNG introduced in Alto K10, S-presso, Swift, Dzire, Baleno, XL6 and Grand Vitara having lowest CO_2 emission intensity with respect to all CNG models across the industry. Maruti Suzuki has saved ~1.4 Million Metric Tonnes of cumulative CO_2 emission from the sale of S-CNG vehicles.
- **Carbon Footprint reduction:** In line with Suzuki's carbon reduction commitment, MSIL has started design of new parts in such a way that Raw Material and Manufacturing Processes selection is based on lesser energy input. Vehicle Body is being made of Lesser Air Drag, Lighter and stronger. This improves fuel efficiency and results into lesser Carbon emission.

Weight optimization and Fuel efficiency improvement:

- Advanced K15C series Engines with ISG Technology which offers high fuel-efficiency.
- The Grand Vitara Intelligent Electric Hybrid is the most fuel-efficient SUV in India offering a mileage of 27.97km/l.
- Powered by the Next-Gen K-series 1.5-litre, Dual Jet, Dual VVT engine, the Grand Vitara S-CNG delivers an excellent fuel-efficiency of 26.6 km/kg.
- For All New Brezza, Front seat frame changed from 4th Generation to 5th Generation which resulted in saving of approx. 4Kgs/Veh.
- Eeco AC system weight reduction by 9Kg without any impact on AC performance.

Benefits derived because of above R&D initiative:

- The Company launched products & offered superior technologies in models like Grand Vitara, XL6, Ertiga, New Brezza, Fronx, Alto and Jimny.
- The Company introduced S-CNG in S-presso, Swift, Dzire, Baleno, New Brezza, XL6 and Grand Vitara.
- The Company has saved ~1.4 Million Metric Tonnes of cumulative CO_2 emission from the sale of S- CNG vehicles.
- The company saved ₹ 1,353 million by localization and ₹ 5,461 million from implementation of Value Analysis/Value Engineering (VA/VE) concepts in FY 22-23.
- Rigorous efforts to localise imported raw material and high technology parts has helped in reducing the material cost and mitigating the risk of foreign exchange fluctuations.
- Higher level of localization in new models to optimize cost.
- To validate new features, the Company devised in-house software development by MATLAB modelling. By opting for in-house software, the Company was successful in saving the entire development cost pay-out and additionally could develop skill & capability of its engineers.

Technology Absorption, Adaptation, and Innovation:

- Focused benchmarking of various products and technologies is being done to understand and develop better products for consumers.
- The Company continues to grow its capabilities and experience to deeply understand Indian consumer's aspirations, behaviour, and product usage pattern, which will help to adopt and introduce relevant Suzuki's technologies for the Indian market.
- The Company continues to work closely with its supplier partners for value enhancement of parts and subsystems i.e. higher function at lower cost.
- New CAE simulation capabilities added in multiple areas related to chassis and engine development to enhance vehicle performance and enhance product quality, Electric Power Steering system, Kerb stone simulation for Underbody layout.
- Suspension/Steering performance optimisation was done for CNG variants, so that customers get similar driving feel as that of Gasoline variant.
- Advance study for lighting system for customer convenience and customer delight during driving.
- Considerable localization in Steering Wheel & MCU child parts.
- Torsion beam damper deletion was done in Fronx through design optimisation.
- New Gen Rotating parts developed (Encoder integrated with Bearing) in S-Presso & Alto K10.
- Enabling Serviceability of child parts of (Column mounted Electric Power Steering) CEPS & Strong Wheel.
- Suspension/Steering performance optimisation was done for CNG variants, so that customers get similar driving feel as that of Gasoline variant.
- Introduced new CV+ valving in Fronx Suspension system for enhanced Vehicle Dynamics performance.
- Localization of sputtering plating methodology done in Grand Vitara DAB pad ring.
- Localization of stitching of Cushion of DAB was done for first time.
- Increased Luxuriousness through Full Length Stitch in Armrest and Ornament along with Interior Ambient Lighting in Grand Vitara.
- Introduction of Artificial leather as a new feature in XL6 & Grand Vitara.

Benefits derived as a result of above efforts:

- Introduction of relevant Suzuki's technologies in wide product portfolio of cars for the Indian market.
- Creating superior quality and cost-effective products.
- Weight optimization in new models without compromising on safety, performance and durability.
- Improvements in safety of drivers, passengers and pedestrians.
- Higher level of localization in new models to optimize cost.
- Improvement in vehicle fuel efficiency.
- In line with the nation's vision of Atmanirbhar Bharat Abhiyaan, focussed IPL/VE activities were carried out in different High technology items like ABS, ESP, Headlamps, Steering wheel, Airbag etc.
- Reduced cost of ownership.

Technology inducted over last 3 years:

Technology inducted in 2020-21:

- ESP with Hill Hold function is offered as a standard feature in automatic variants.
- The new S-Cross Petrol is equipped with advanced 4 speed AT & powerful 1.5 litre K-Series BS6 petrol engine.
- Introduced the BS6 compliant S-CNG variant in Super Carry, Celerio, and S-Presso.
- Introduction of New seating system in S-Presso specifically targeted for Indian customer in entry segment vehicle.
- The new Swift 2021 comes equipped with 10.67cm multi-information coloured TFT display.

Technology inducted in 2021-22:

- Introduced new 1.0L K-series Dual Jet, Dual VVT BS6 petrol (with Idle Start Stop function) & S-CNG engine in New Celerio & WagonR.
- First in segment Hill Hold Assist feature was introduced in AGS variants of New Celerio & WagonR.
- Head up Display (HUD) was introduced for a fascinating and safe drive experience. It allows customers to drive without taking eyes off the road by displaying critical information like speed, RPM, fuel economy, and other pertinent notifications in a way that does not disturb the attention of the driver from the road.
- 360 View Camera for a comprehensive 3D view of surroundings, enabling safe parking & manoeuvring.
- In-built next-gen Suzuki Connect Telematics System with 40+ connectivity features including

access through Alexa Skill® and compatible smart watch, for an unparalleled experience.

- To enhance side crash safety, Front row side airbags & full curtain airbags were introduced.
- All-new 7" & 9" Smart Play Pro & Pro+ Infotainment system with HD display, Surround Sense & Voice Assistant.
- All-new suspension, new hydraulic clutch system, 14'' disc brakes, flat-bottom steering wheel, and improved NVH performance for a comfortable drive experience.
- Advanced K-Series Dual Jet, Dual VVT Engine with Idle Start-Stop technology and is available in 5 speed Manual (MT) and improved Auto Gear Shift (AGS) transmission.

Technology inducted in 2022-23:

- 1.5 Intelligent Electric Hybrid with Dual Power System - Electric motor and internal combustion engine. It offers Self-charging strong hybrid electric vehicle with Energy regeneration. Multiple drive modes (EV, Eco, Power and Normal) with Best In-Class fuel efficiency of 27.97 km/l.
- Expansion of Advanced 6-AT to offer ease of driving & optimum fuel efficiency in Grand Vitara and New Brezza.
- Panoramic Sunroof: With double slide mechanism and class leading opening area, panoramic sunroof was introduced in Grand Vitara as it offers a sense of freedom & roominess inside the vehicle.
- Tire Pressure Monitoring System (TPMS) is offered in Grand Vitara, XL6 for enhanced safety on the road, as maintaining the specified Tire Pressure plays a major role to ensure optimum levels of Vehicle Handling, Tire Wear performance, Braking Distance & Fuel Efficiency.
- The All-new Full Digital Instrument Cluster is introduced in Grand Vitara which displays all vital information on the coloured screen for quick and easy use for the customers.
- Wireless Charger: Qi-certified Wireless charger with LED indicator helps in seamless charging of Qi-certified smartphones. It also has unique features such as device left alert system and over-heating protection.
- Ventilated Seat: The driver and co-driver Ventilated Seats are designed and engineered to offer a cool and comfortable drive.
- Other key technologies like 6 airbags (driver, co-driver, side, and curtain), electronic stability program (ESP), 7- inch and 9-inch infotainment system with HD display, and built-in next-gen telematics system Suzuki Connect, Head Up Display, 360-degree view camera were expanded to new models & minor change models.

Gearing up for regulatory changes: Several new regulations are coming up, for which work is in progress in different areas. Some examples are as mentioned below:

- Complying with upcoming regulations related to vehicle safety.
- CAFÉ Phase2: Work on HEV introduction, Electrification by expansion of ISS across lineup, CNG lineup expansion, Change from KB Series engine to KC series for improved fuel efficiency across model lineup.
- Automotive Industry Standard - AIS-142 - Evaluation of Tyres with regard to Rolling Sound Emissions and/or to Adhesion on Wet Surfaces and/or to Rolling Resistance.
- ESP (Electronic Stability Program) regulation implementation across MSIL portfolio.
- Pedal layout readiness for AIS-035 regulation for introduction of foot rest.
- Execution of new BAS (Brake Assist System) regulation as per AIS 152.
- Work is going on to update IS 9500:2017 with latest version of UNR (Supplement 11 to original version of UNR 65) for special warning lamp – Revolving lamp to be made to comply the regulation.
- Preparing for introduction of Rear Seat belt reminder system.
- Baleno, Fronx, Ertiga, XL6 and Grand Vitara models made Head impact compliant for Console area.

C. Expenditure incurred on R&D

(₹ in million)

Particulars	2022-23	2021-22
A Capital Expenditure	2,152	2,232
B Net Revenue Expenditure	5,498	2,001
Total	**7,650**	**4,233**

D. Foreign Exchange Earnings and Outgo (Cash Basis)

During the year, total inflows (on cash basis) in foreign exchange were ₹ 158,306 million and total outflow (on cash basis) in foreign exchange were ₹ 67,170 million.

For and on behalf of the Board of Directors

Hisashi Takeuchi
Managing Director & CEO
DIN: 07806180

Kenichiro Toyofuku
Director (Corporate Planning)
DIN: 08619076

New Delhi
26th April, 2023

Annexure - F

Form No. MR - 3

Secretarial Audit Report

For the Financial Year ended on 31st March, 2023

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members
Maruti Suzuki India Limited
(CIN: L34103DL1981PLC011375)
Plot No.1, Nelson Mandela Road,
Vasant Kunj, New Delhi - 110070

We have conducted the secretarial audit of the compliance of the applicable statutory provisions and the adherence to good corporate practices by **Maruti Suzuki India Limited** (hereinafter referred as 'the Company'), having its Registered Office at **Plot No.1, Nelson Mandela Road, Vasant Kunj, New Delhi- 110070**. Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on **March 31, 2023,** complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on March 31, 2023 according to the provisions of:

I. The Companies Act, 2013 ('the Act') and the rules made thereunder;

II. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

III. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder by the Depositories with regard to dematerialisation/ rematerialisation of securities and reconciliation of records of dematerialised securities with all securities issued by the Company;

IV. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder. Further, there were no transactions of Overseas Direct Investment and External Commercial Borrowing which was required to be reviewed during the period under audit;

V. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-

(a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 including the provisions with regard to disclosures and maintenance of records required under the said Regulations;

(b) Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

(c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 [**Not Applicable as the Company has not issued any further share capital during the period under review**];

(d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 **[Not Applicable as the Company has not offered any shares or granted any options pursuant to any employee benefit scheme during the period under review];**

(e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 **[Not Applicable as the Company has not issued and listed any non-Convertible securities during the financial year under review];**

(f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client **[Not Applicable as the Company is not registered as Registrar to an Issue and Share Transfer Agent];**

(g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 [**Not Applicable as the Company has not delisted/propose to delist its equity shares from any Stock Exchange during the financial year under review**];

(h) The Securities and Exchange Board of India (Buy Back of Securities) Regulations, 2018 [**Not Applicable as the Company has not bought back/propose to buy-back any of its securities during the financial year under review].**

VI. Laws specifically applicable to the industry to which the Company belongs, as identified by the management, that is to say:

1. Motor Vehicles Act, 1988
2. The Central Motor Vehicles Rules, 1989

For the compliances of Environmental Laws, Labour Laws & other General Laws vis-à-vis The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, our examination and reporting is based on the documents, records and files as produced and shown to us and the information and explanations as provided to us, by the officers and management of the Company and to the best of our judgment and understanding of the applicability of the different enactments upon the Company, in our opinion there are adequate systems and processes exist in the Company to monitor and ensure compliance with applicable Environmental Laws, Labour Laws & other General Laws.

The compliance by the Company of applicable Financial Laws, like Direct and Indirect Tax Laws, has not been reviewed in this audit since the same have been subject to review by the statutory financial auditor and other designated professionals.

We have also examined compliance with the applicable clauses of the following:

1. Secretarial Standards with respect to Meetings of Board of Directors (SS-1) and General Meetings (SS-2) issued by the Institute of Company Secretaries of India.

2. Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, Circulars, Notifications etc.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors, Independent Directors and Woman Director. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice(s) were given to all Directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance to all Directors and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

As per the minutes of the meetings of the Board and Committees of the Board signed by the Chairman, all the decisions of the Board were adequately passed and the dissenting members' views, if any, was captured and recorded as part of the minutes.

As per the records, the Company has filed all the forms, returns, documents and resolutions as were required to be filed with the Registrar of Companies and other authorities and all the formalities relating to the same are in compliance with the Act.

We further report that the Competition Commission of India ("CCI") has pronounced an order dated 23rd August, 2021 for the alleged contravention of Section 3(4)(e) read with Section 3(1) of the Competition Act, 2002 against the Company and has imposed a penalty for an amount of ₹ 200 crores (Two Hundred Crores) on the Company. However, the Company has filed an appeal to the Hon'ble National Company Law Appellate Tribunal ("NCLAT") and NCLAT has granted an interim stay on the said order. Further, the Company has made its submission and the matter is still pending with the NCLAT and the same was also intimated to Stock Exchanges within the stipulated time.

We further report that the company has duly complied with the provisions of Regulation 3(5) and 3(6) of SEBI (Prohibition of Insider Trading Regulations), 2015 with respect to maintenance of Structural Digital Database.

We further report that on review of the compliance mechanism established by the Company, we are of the opinion that the management has adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines as the Company has developed comprehensive legal compliance scheduling and management software by which specific compliance tasks were assigned to specified individuals. The software enables in planning and monitoring all compliance activities across the Company.

We further report that during the audit period the Company has following specific events/actions having a major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards etc. referred to above:-

1. The Board of Directors in its meetings held has accorded its consent for the following:

   - Mr. Kenichi Ayukawa (DIN: 02262755) was designated as Whole Time Director designated as Executive Vice-Chairman for a period of six months i.e. from

April 01, 2022 to September 30, 2022. Also, the said appointment was approved by shareholders through Postal Ballot on May 17, 2022. Thereafter, he was re-designated as Non-Executive Director with effect from October 01, 2022.

- Mr. Hisashi Takeuchi (DIN: 07806180) was designated as Managing Director and Chief Executive Officer (CEO) of the Company for period of three years with effect from April 01, 2022 till March 31, 2025. Also, the said appointment was approved by shareholders through Postal Ballot on May 17, 2022. Further, the Company had duly filed an application to the Central Government for the approval of his appointment and the approval for the same is yet to be received.

2. The Members in the Annual General Meeting held on August 31, 2022 accorded consent of the following:

- To re-appoint Mr. Hisashi Takeuchi (DIN: 07806180) as the Director, who is liable to retire by rotation.

- To re-appoint Mr. Kenichiro Toyofuku (DIN: 08619076) as the Director, who is liable to retire by rotation.

- To appoint Mr. Shigetoshi Torii (DIN: 06437336) as a Director of the Company.

- Mr. Kenichiro Toyofuku (DIN: 08619076) was re-appointed as Whole Time Director designated as Director (Corporate Planning) of the Company for a further period of 3 years w.e.f. 5th December, 2022 till 4th December, 2025.

For **RMG & Associates**
Company Secretaries
Peer Review No.: 734/2020
Firm Registration No: P2001DE016100

CS Manish Gupta
Partner
FCS: 5123; C.P. No.: 4095
UDIN: F005123E000183631

New Delhi
26th April, 2023

Note: This report is to be read with 'Annexure - I' attached herewith and forms an integral part of this report.

Annexure - I

To,
The Members
Maruti Suzuki India Limited

Our Secretarial Audit Report for the financial year ended 31st March, 2023 of even date is to be read along with this letter:

Management's Responsibility

1. It is the responsibility of management of the Company to maintain secretarial records, devise proper systems to ensure compliance with the provisions of all applicable laws and regulations and to ensure that the systems are adequate and operating effectively.

Auditor's Responsibility

2. Our responsibility is to express an opinion on these secretarial records, standards and procedures followed by the Company with respect to secretarial compliances.

3. We believe that audit evidence and information obtained from the Company's management is adequate and appropriate for us to provide a basis for our opinion.

4. Wherever required, we have obtained the management's representation about the compliance of laws, rules and regulations and happening of events etc.

Disclaimer

5. The Secretarial Audit Report is neither an assurance as to future viability of the Company nor of the efficacy or effectiveness with which the management has conducted affairs of the Company.

6. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.

For **RMG & Associates**
Company Secretaries
Peer Review No.: 734/2020
Firm Registration No: P2001DE016100

CS Manish Gupta
Partner
FCS: 5123; C.P. No.: 4095
UDIN: F005123E000183631

New Delhi
26th April, 2023

Corporate Governance Report

Corporate Governance Philosophy

Maruti Suzuki India Limited (the Company) is fully committed to practice sound corporate governance and upholding the highest standards in conducting business. Being a value-driven organisation, the Company has always worked towards building trust with shareholders, employees, customers, suppliers and other stakeholders based on the principles of good corporate governance viz., integrity, equity, transparency, fairness, disclosure, accountability and commitment to values. The Company fosters a culture in which high standards of ethical behavior, individual accountability and transparent disclosure are ingrained in all of its business dealings and shared by its Board of Directors, Management and Employees. The Company has established systems and procedures to ensure that its Board of Directors is well-informed and well-equipped to fulfil its overall responsibilities and to provide the management with the strategic direction needed to create long-term shareholder value. Sustainable business practices are the foundation on which the Company operates since its inception. The Company places utmost importance in creating value for all its stakeholders by actively promoting sustainable business practices across the value chain. The Company's value creation principles are based on equitable, inclusive, transparent and collaborative stakeholder practices. The Company collaborates with the stakeholders to understand their needs and takes appropriate measures to address them. Since inception, the Company has inculcated the 3R (Reduce-Reuse-Recycle) principles, Japanese practices and Suzuki Motor Corporation's basic philosophy of 'fewer, smaller, lighter, neater and shorter' in all its operating practices. These not only make the operations efficient but also support in resource optimisation leading to conservation of natural resources. The Company offers relevant products and technology that Indian customers need by leveraging the unique ability of Suzuki Motor Corporation to design feature-rich, safer, environment-friendly products with world class quality at an affordable price. The Company promotes a safe, healthy and happy workplace and always strives to be the employer of choice. The Company's initiatives towards improving its Environmental, Social and Governance (ESG) performance and its contribution towards Sustainable Development Goals is placed in the Integrated Report.

Management Structure and Shared Leadership

The Company has a multi-tier management structure with the Board of Directors at the top. The Company has five business verticals viz. Engineering, Quality Assurance, Production, Supply Chain and Marketing & Sales. Marketing & Sales is further segregated into domestic sales & marketing, international sales & marketing, parts & accessories, service and logistics. Besides the above, there are other functions viz. Human Resources, Finance, Information Technology, Safety, Legal, Corporate Secretarial, Corporate Planning and Realty Acquisition. All key verticals and support functions report directly to the Managing Director & CEO. The Managing Director & CEO is also supported by senior most executives in setting strategic direction for the Company and guiding in development of talent pipeline for leadership positions. The leaders at the top level are designated as Members Executive Board (MEBs)/ Sr. Executive Officers (Sr. EOs)/ Executive Officers (EOs). The board meetings of the Company mark the presence of all the MEBs/ Sr. EOs / EOs as they act as a channel between the Board above them and the employees. This structure not only allows easy and quick communication of field information to the Board members but also gives the top management the opportunity to give recommendations relevant to their business operations. The Sr. EOs/ EOs are supported by the divisional heads and the departmental heads.

Through this, it is ensured that:

- Strategic supervision is provided by the Board;
- Control and implementation of the Company's strategy is achieved effectively;
- Operational management remains focused on implementation;
- Information regarding the Company's operations and financial performance are made available adequately;
- Delegation of decision making with accountability is achieved;
- Financial and operating controls are maintained at an optimal level; and
- Risk is suitably evaluated and dealt with.

Board of Directors

Composition of the Board

As on 31st March, 2023, the Company's Board consists of twelve members. The Chairman of the Board is a Non-Executive Director. The Company has an optimum combination of Executive and Non-Executive Directors in accordance with Regulation 17 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations'). The Board has three Executive Directors and nine Non-Executive Directors, of whom four are Independent Directors.

The composition is given in **Table 1**. Mr. Toshihiro Suzuki is the son of Mr. Osamu Suzuki. None of the other Director is related to any other Director. All Independent Directors are persons of eminence and bring a wide range of expertise and experience to the Board thereby ensuring the best interests of stakeholders and the Company.

Table 1: Composition of the Board as on 31st March, 2023

S. No.	Name	Category	*No. of other directorship(s)		No. of other committee(s) (in public limited companies)		Name of the other listed entities#	
			Public	Private	Member (including chairperson)	Chairperson	In which he/she is a director	Category of directorship
1.	Mr. R. C. Bhargava	Chairman, Non-Executive	3	0	2	1	Dabur India Limited	Independent
							Escorts Kubota Limited	Independent
2.	Mr. Hisashi Takeuchi	Executive	3	3	-	-	Subros Limited	Non-Executive
3.	Mr. Shigetoshi Torii	Executive	2	3	-	-	Machino Plastics Limited	Non-Executive
							Bharat Seats Limited	Non-Executive
4.	Mr. Kenichiro Toyofuku	Executive	1	2	-	-	Escorts Kubota Limited	Independent
5.	Mr. Osamu Suzuki	Non-Executive	-	-	-	-	-	-
6.	Mr. Toshihiro Suzuki	Non-Executive	-	-	-	-	-	-
7.	Mr. Kinji Saito	Non-Executive	-	1	-	-	-	-
8.	Mr. Kenichi Ayukawa	Non-Executive	-	-	-	-	-	-
9.	Mr. Davinder Singh Brar	Independent	4	9	6	2	Mphasis Limited	Independent
							Wockhardt Limited	Independent
							EPL Limited	Independent
							Aragen Life Sciences Limited	Non-Executive
10.	Mr. Rajinder Pal Singh	Independent	2	1	4	2	Nirlon Limited	Independent
							Macrotech Developers Limited	Non- Executive
11.	Ms. Lira Goswami	Independent	-	2	-	-	-	-
12.	Mr. Maheswar Sahu	Independent	7	6	7	3	Ambuja Cements Limited	Independent
							Diamond Power Infrastructure Limited	Independent

*Doesn't include directorship in foreign companies.

#Listed entities also include companies having debt securities listed on recognized stock exchanges.

- In terms of Regulation 26(1) of Listing Regulations:
  - Foreign companies, private limited companies, high value debt listed entities and companies under Section 8 of the Companies Act, 2013 are excluded for the purpose of considering the limit of committees.
  - The committees considered for the purpose are audit committee and stakeholders' relationship committee.
  - None of the Directors was a member of more than 10 committees or chairperson of more than 5 committees across all listed companies in which he/she is a Director.
- In terms of Schedule V of the Listing Regulations:
  - In the opinion of the Board, the Independent Directors fulfill the conditions specified in the Listing Regulations and are independent of the management.
  - A certificate from a Company Secretary in practice stating that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as Directors of companies by Securities and Exchange Board of India/Ministry of Corporate Affairs or any such statutory authority forms part of this report as **Annexure - A**.
- None of the Directors hold equity shares in the Company except Mr. D. S. Brar who holds 1 equity share.
- During the year under review, none of the Independent Directors has resigned from the Board of the Company.

Board Meetings

The Board met five times during the year on 29th April, 2022, 27th July, 2022, 28th October, 2022, 24th January, 2023 and 22nd March, 2023. The Board meets at least four times a year with a maximum gap of one hundred and twenty days between any two consecutive meetings. Additional meetings are held, whenever necessary. **Table 2** gives the attendance record of the Directors at the board meetings as well as the last Annual General Meeting (AGM).

Table 2: Board Meeting and AGM attendance record of the Directors in 2022- 23

S. No.	Name	Number of Board Meetings attended (Total meetings held: 5)	Whether attended last AGM (31st August, 2022)
1.	Mr. R. C. Bhargava	5	Yes
2.	Mr. Kenichi Ayukawa	5	Yes
3.	Mr. Shigetoshi Torii	5	Yes
4.	Mr. Kenichiro Toyofuku	5	Yes
5.	Mr. Hisashi Takeuchi	5	Yes
6.	Mr. Osamu Suzuki	5	Yes
7.	Mr. Toshihiro Suzuki	5	Yes
8.	Mr. Kinji Saito	5	Yes
9.	Mr. Davinder Singh Brar	5	Yes
10.	Mr. Rajinder Pal Singh	5	Yes
11.	Ms. Lira Goswami	4	Yes
12.	Mr. Maheswar Sahu	5	Yes

Information supplied to the Board

The Board has complete access to all information of the Company. The following information is provided to the Board and the agenda papers for the meetings are circulated seven days in advance of each meeting:

- Annual operating plans, capital and revenue budgets and updates;
- Quarterly results of the Company and its operating divisions or business segments;
- Minutes of the meetings of the audit committee and other committees of the Board;
- Information on recruitment and remuneration of senior officers just below the Board level, including appointment or removal of Chief Financial Officer and Company Secretary;
- Materially important show cause, demand, prosecution and penalty notices;
- Fatal or serious accidents and dangerous occurrences;
- Any materially significant effluent or pollution problems;
- Any material relevant default in financial obligations to and by the Company or substantial non-payment for goods sold by the Company;
- Any issue which involves possible public or product liability claims of a substantial nature;
- Details of any joint venture or collaboration agreement;
- Transactions that involve substantial payment towards goodwill, brand equity or intellectual property;
- Significant labour problems and their proposed solutions;
- Any significant development in the human resources and industrial relations front;
- Sale of investments, subsidiaries, assets which are material in nature and not in the normal course of business;
- Quarterly details of foreign exchange exposure and the steps taken by the management to limit the risks of adverse exchange rate movement; and
- Non-compliance of any regulatory, statutory nature or listing requirements and shareholder services such as non-payment of dividend, delay in share transfer, etc.

Committees of the Board

I. Audit Committee

Composition and Meetings

Table 3 shows the composition of the audit committee and the details of attendance. The Audit Committee met seven times during the year on 29th April 2022, 8th June 2022, 27th July 2022, 28th October 2022, 7th December 2022, 24th January 2023 and 22nd March, 2023. All the members of the audit committee are financially literate and Mr. Davinder Singh Brar, the Chairman, has expertise in accounting and financial management. The Chairman of the Audit Committee attended the last annual general meeting to answer shareholders' queries.

Table 3: Composition as on 31st March, 2023 and attendance

S. No.	Name	Category	Designation	No. of meetings attended in 2022-23 (Total meetings held: 7)
1.	Mr. Davinder Singh Brar	Independent	Chairman	7
2.	Mr. Rajinder Pal Singh	Independent	Member	7
3.	Ms. Lira Goswami	Independent	Member	6
4.	Mr. Maheswar Sahu	Independent	Member	7

Mr. Sanjeev Grover, the Company Secretary acts as the Secretary to the Audit Committee. Wherever required, other Directors and members of the management are also invited.

Role

The role/terms of reference of the Audit Committee include the following:

1. Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statements are correct, sufficient and credible.
2. Recommending the appointment, remuneration and terms of appointment of the auditors of the Company.
3. Approval of payment to statutory auditors for any other services rendered by the statutory auditors.
4. Reviewing, with the management, the annual financial statements and auditors' report before submission to the Board for approval, with particular reference to:
   a. Matters required to be included in the directors' responsibility statement to be included in the Board's Report in terms of clause (c) sub-section (3) of Section 134 of the Companies Act, 2013.
   b. Changes, if any, in accounting policies and practices and reasons for the same.
   c. Major accounting entries involving estimates based on the exercise of judgment by the management.
   d. Significant adjustments made in the financial statements arising out of audit findings.
   e. Compliance with listing and other legal requirements relating to financial statements.
   f. Disclosure of any related party transactions.
   g. Modified opinion(s) in the draft audit report.
5. Reviewing, with the management, the quarterly financial statements before submission to the Board for approval.
6. Reviewing with the management, the statement of uses/ application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the offer document / prospectus/ notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of a public or rights issue or preferential issue or qualified institutions placement, and making appropriate recommendations to the Board to take steps in this matter.
7. Review and monitor the auditors' independence and performance and effectiveness of the audit process.
8. Approval of transactions of the Company with related parties and any subsequent modification of such transactions.
9. Scrutiny of inter-corporate loans and investments.
10. Valuation of undertakings or assets of the Company, wherever it is necessary.
11. Evaluation of internal financial controls and risk evaluation and mitigation systems.
12. Reviewing with the management the performance of statutory and internal auditors and adequacy of the internal control systems.
13. Reviewing the adequacy of the internal audit function including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure, coverage and frequency of internal audit.

14. Discussions with internal auditors of any significant findings and follow up there on.

15. Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board.

16. Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post audit discussion to ascertain and resolve any areas of concern.

17. Look into the reasons for substantial defaults, if any, in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors.

18. Review the functioning of the whistle blower mechanism.

19. Approval of appointment of the Chief Financial Officer after assessing the qualifications, experience, background, etc. of the candidate.

20. Reviewing the utilization of loans and/ or advances from/ investment by the holding company in the subsidiary exceeding rupees 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans/ advances/ investment.

21. To consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the Company and its shareholders.

22. Carrying out any other function as is mentioned in the charter of the audit committee.

II. Nomination and Remuneration Committee (NRC)

Composition and Meetings

Table 4 shows the composition of NRC and the details of attendance. The NRC met twice during the year on 29th April, 2022 and 27th July, 2022.

Table 4: Composition as on 31st March, 2023 and attendance

S. No.	Name	Category	Designation	No. of meetings attended in 2022-23 (Total meetings held: 2)
1.	Mr. Davinder Singh Brar	Independent	Chairman	2
2.	Mr. R.C. Bhargava	Non-Executive	Member	2
3.	Ms. Lira Goswami	Independent	Member	1
4.	Mr. Maheswar Sahu	Independent	Member	2

Mr. Sanjeev Grover, the Company Secretary acts as the Secretary to NRC.

Terms of Reference

The role/terms of reference of NRC include the following:

1. Identify persons who are qualified to become directors and who may be appointed in senior management and recommend to the Board their appointment and removal.

2. Formulate criteria for evaluation of the performance of Board, its committees and individual directors to be carried out either by the Board, by the NRC or by an independent external agency and review its implementation and compliance.

3. Formulate the criteria for determining qualification, positive attributes and independence of a director and devising a policy on Board diversity.

4. Recommend to the Board a remuneration policy applicable to directors, key managerial personnel and other employees.

5. Recommend to the Board, all remuneration, in whatever form, payable to senior management.

6. Whether to extend or continue the term of appointment of the Independent Director, on the basis of the report of performance evaluation of Independent Directors.

7. Ensure that:

   a. The level and composition of remuneration is reasonable and sufficient to attract, retain and motivate directors of the quality required to run the Company successfully.

   b. Relationship of remuneration to performance is clear and meets appropriate performance benchmarks.

   c. Remuneration to directors, key managerial personnel and senior management involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the Company and its goals.

   d. Any other action as may be required under the Companies Act, 2013 and any amendment thereto, Listing Regulations and guidelines/circular issued by the Securities and Exchange Board of India from time to time.

Performance Evaluation Criteria for Independent Directors & Remuneration Policy

For performance evaluation criteria for independent directors and details of remuneration policy, please refer to the Board's Report.

Remuneration of Directors

Table 5 gives details of the remuneration for the financial year ended 31st March, 2023. The Company did not advance any loans to any of its Directors in the year under review.

Table 5: Details of Remuneration for the Financial Year ended 31st March, 2023

S. No.	Name	Salary & Perquisites (in ₹)	Performance Linked Bonus* (in ₹)	Sitting Fees (in ₹)	Commission (in ₹)	Total (in ₹)
1.	Mr. R.C. Bhargava	-	-	850,000	14,500,000	15,350,000
2.	Mr. Hisashi Takeuchi	30,014,000	16,437,083	-	-	46,451,083
3.	Mr. Shigetoshi Torii	27,580,000	15,104,167	-	-	42,684,167
4.	Mr. Kenichiro Toyofuku	21,516,000	11,660,000	-	-	33,176,000
5.	Mr. Osamu Suzuki	-	-	500,000	-	500,000
6.	Mr. Toshihiro Suzuki	-	-	500,000	-	500,000
7.	Mr. Kinji Saito	-	-	500,000	-	500,000
8.	Mr. Kenichi Ayukawa	15,007,000	8,241,058	300,000	-	23,548,058
9.	Mr. Davinder Singh Brar	-	-	1,350,000	8,000,000	9,350,000
10.	Mr. Rajinder Pal Singh	-	-	1,300,000	7,500,000	8,800,000
11.	Mr. Maheswar Sahu	-	-	1,400,000	7,500,000	8,900,000
12.	Ms. Lira Goswami	-	-	1,050,000	7,500,000	8,550,000

*The payment of performance linked bonus is subject to the approval of the Board of Directors.

Apart from the above, there were no pecuniary transactions between the Company and its Directors.

The performance criteria for the purpose of payment of remuneration to the Directors are in accordance with the Nomination and Remuneration Policy. For details on performance evaluation, please refer to the Board's Report. There is no severance fee. The Company has not issued any stock options. No employee of the Company is related to any Director of the Company.

Remuneration of the Non-Executive Directors

Members of the Company had approved the payment of commission to Non-Executive Directors within the limit of one percent of the net profits of the Company and subject to the total payments not exceeding ₹ 70 million per annum. The criteria for the purpose of determination of the amounts of commission are in accordance with the Nomination and Remuneration Policy.

The Nomination and Remuneration Policy of the Company is available on the website of the Company at the web-link https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/MSIL_Nomination_and_Remuneration_Policy.pdf

III. Corporate Social Responsibility Committee (CSR Committee)

Composition and Meetings

Table 6 shows the composition of CSR Committee and the details of attendance. The CSR committee met twice during the year on 29th April, 2022 and 22nd March, 2023.

Table 6: Composition as on 31st March, 2023 and attendance

S. No.	Name	Category	Designation	No. of meetings attended in 2022-23 (Total meetings held: 2)
1.	Mr. R.C. Bhargava	Non-Executive	Chairman	2
2.	*Mr. Hisashi Takeuchi	Executive	Member	2
3.	**Mr. Kenichi Ayukawa	Executive	Member	1
4.	Mr. Rajinder Pal Singh	Independent	Member	2

*Appointed as member of the CSR Committee w.e.f. 1st April, 2022.
**Ceased to be member of the CSR Committee w.e.f. 1st October, 2022.

Mr. Sanjeev Grover, the Company Secretary acts as the Secretary to the CSR Committee.

Terms of reference

1. To frame the CSR policy and its review from time-to-time.
2. To ensure effective implementation and monitoring of the CSR activities as per the approved policy, plans and budget.
3. To ensure compliance with the law, rules and regulations governing the CSR and to periodically report to the Board of Directors.

IV. Risk Management Committee (RMC)

Composition and Meetings

Table 7 shows the composition and meetings of the RMC. The RMC met twice during the year under review, on 12th September, 2022 and 2nd March, 2023.

Table 7: Composition as on 31st March, 2023 and attendance

S. No.	Name	Category	Designation	No. of meetings attended in 2022-23 (Total meetings held: 2)
1.	Mr. R.C. Bhargava	Non-Executive	Chairman	2
2.	*Mr. Kenichi Ayukawa	Executive	Member	1
3.	Mr. Shigetoshi Torii	Executive	Member	2
4.	Mr. Hisashi Takeuchi	Executive	Member	2
5.	Mr. Kenichiro Toyofuku	Executive	Member	2
6.	Mr. Maheswar Sahu	Independent	Member	2
7.	Mr. Ajay Seth	Chief Financial Officer	Member	2
8.	Mr. Rajiv Gandhi	Member Executive Board (Special Projects)	Member	1

*Ceased as member of the RMC w.e.f. 1st October, 2022.

Mr. Sanjeev Grover, the Company Secretary acts as the Secretary to RMC and Corporate Planning Division coordinates its activities.

Roles and Responsibilities of the RMC

(1) To formulate a detailed risk management policy which shall include:

(a) A framework for identification of internal and external risks specifically faced by the listed entity, in particular including financial, operational, sectoral, sustainability (particularly, ESG related risks), information, cyber security risks or any other risk as may be determined by the Committee.

(b) Measures for risk mitigation including systems and processes for internal control of identified risks.

(c) Business continuity plan.

(2) To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;

(3) To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems;

(4) To periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity;

(5) To keep the board of directors informed about the nature and content of its discussions, recommendations and actions to be taken.

V. Stakeholders' Relationship Committee (SRC)

Composition and Meetings

Table 8 shows the composition of SRC. Mr. R. C. Bhargava, the Chairman attended the last annual general meeting to address shareholders' queries. The SRC met once during the year under review, on 24th January, 2023.

Table 8: Composition as on 31st March, 2023 and attendance

S. No.	Name	Category	Designation	No. of meetings attended in 2022-23 (Total meeting held: 1)
1.	Mr. R.C. Bhargava	Non-Executive	Chairman	1
2.	Mr. Davinder Singh Brar	Independent	Member	1
3.	*Mr. Kenichi Ayukawa	Executive	Member	Not Applicable
4.	**Mr. Hisashi Takeuchi	Executive	Member	1

* Ceased to be a member of the SRC w.e.f. 1st October, 2022.
**Appointed as the member of SRC w.e.f. 1st April, 2022.

Mr. Sanjeev Grover, the Company Secretary & Compliance Officer acts as the Secretary to SRC.

Objective

The scope of work of the SRC comprises of:

a. Resolving the grievances of the shareholders of the Company including complaints related to transfer/transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings, etc.;

b. Review of measures taken for effective exercise of voting rights by shareholders;

c. Review of adherence to the service standards adopted by the Company in respect of various services being rendered by the registrar & share transfer agent; and

d. Review of the various measures and initiatives taken by Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/statutory notices by the shareholders of the Company.

Investor Grievance Redressal

During the year, 15 complaints were received and resolved and each complaint was solved to the satisfaction of shareholders. None of the complaints were pending at the end of the year under review.

General Body Meetings

Table 9: Details of the last three AGMs of the Company

Financial Year	Location	Date	Time
2019-2020	Video Conferencing/ OAVM	26th August, 2020	10:00 a.m.
2020-2021	Video Conferencing/ OAVM	24th August, 2021	10:00 a.m.
2021-2022	Air Force Auditorium, Subroto Park, New Delhi	31st August, 2022	10:00 a.m.

No special resolution was passed in the previous three annual general meetings. Further, during the year under review, no special resolution was passed through postal ballot.

Competencies of the Board

The following chart gives the competencies of the Board of Directors:

As on 31st March, 2023

Competencies	Mr. R.C. Bhargava	Mr. K. Ayukawa	Mr. H. Takeuchi	Mr. S. Torii	Mr. K. Toyofuku	Mr. O. Suzuki	Mr. T. Suzuki	Mr. K. Saito	Mr. D.S. Brar	Mr. R.P. Singh	Ms. Lira Goswami	Mr. M. Sahu
Knowledge of all aspects of the Car Industry including its operations, technology, global experience and exports	✓	✓	✓	✓	✓	✓	✓	✓				
Business Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Legal/ Corporate Governance	✓	✓	✓	✓	✓				✓	✓	✓	✓
Government Rules/ Regulations	✓	✓	✓	✓	✓				✓	✓	✓	✓
Knowledge of Political/Social Environment	✓	✓	✓	✓	✓				✓	✓	✓	✓
Leadership	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Disclosures made by the Management to the Board

During the year, there were no transactions of a material nature with the promoters, the directors or the management, their subsidiaries or relatives, etc. that had any potential conflict with the interests of the Company. All disclosures related to financial and commercial transactions where directors may have a potential interest are provided to the Board and the interested directors do not participate in the discussion nor do they vote on such matters.

Related Party Transactions

None of the transactions with any of the related parties was in conflict with the interests of the Company.

Code of Conduct for the Board of Directors and Senior Management Personnel

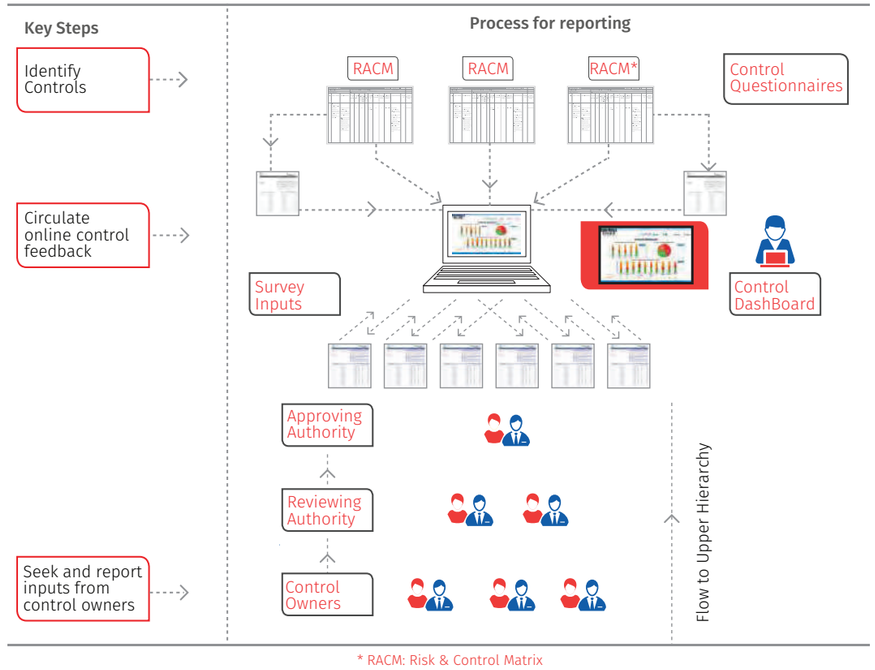
The Company has laid down a code of conduct for the members of the Board and identified senior management personnel of the Company.

The Company's code of conduct has been posted on its website www.marutisuzuki.com. The code of conduct was circulated to all the members of the Board and senior management personnel and they had affirmed the compliance with the said code of conduct for the financial year ended 31st March, 2023. A declaration to this effect signed by the Managing Director & CEO of the Company forms part of this report as **Annexure - B**.

CEO/ CFO Certification

The Company has institutionalised the framework for CEO/ CFO certification by establishing a transparent "controls self assessment" mechanism, thereby laying the foundation for development of the best corporate governance practices which are vital for a successful business. It is the Company's endeavor to attain the highest level of governance to enhance the stakeholders' value. To enable certification by CEO/CFO for the financial year 2022-2023, key controls over financial reporting were identified and subjected to self- assessment by control owners in the form of completion of self-assessment questionnaires through a web based online tool called "Controls Manager". The self-assessments submitted by control owners were further reviewed and approved by their superiors and the results of the self-assessment process were presented to the auditors and the audit committee. The whole exercise was carried out in an objective manner to assess the effectiveness of internal financial controls including controls over financial reporting during the financial year 2022-23.

Enabling controls self-assessments through the "Controls Manager"



*RACM: Risk and Control Matrix

As required under Regulation 17 of the Listing Regulations, a certificate duly signed by the Managing Director & CEO and the Chief Financial Officer was placed before the Board of Directors at its meeting held on 26th April, 2023.

Legal Compliance Reporting

The Board periodically reviews reports of compliance with all laws applicable to the Company as well as steps taken by the Company to rectify instances of non-compliances. The Company has developed comprehensive legal compliance scheduling and management software by which specific compliance tasks are assigned to specified employees. The software enables planning and monitoring of all compliance activities across the Company.

Code For Prevention of Insider Trading Practices

The Company has instituted a comprehensive code of conduct in compliance with the SEBI regulations on prevention of insider trading. The code lays down guidelines, which advise on procedures to be followed and disclosures to be made, while dealing in shares of the Company and cautions on the consequences of non- compliances.

Disclosures under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

Please refer Board's Report for details.

Familiarization Programme/Policy on Related Party Transactions/Policy on Material Subsidiaries

The web links of details of familiarisation programmes for the independent directors, policy on related party transactions and policy on material subsidiaries are:

https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/Familiarization_Programmes_for_Independent_Directors.pdf

https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/Policy_on_Related_Party_Transactions_New.pdf

https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/Policy_on_Subsidiary_Companies_New.pdf

Whistle Blower Mechanism

The Company has in place an established and effective mechanism called the Whistle Blower Policy ('Policy'). The mechanism under the Policy has been appropriately communicated within the organisation. The purpose of this policy is to provide a framework to promote responsible whistle blowing by employees. It protects employees wishing to raise a concern about serious irregularities, unethical behaviour, actual or suspected fraud within the Company. The Chairman of the Audit Committee is the Ombudsperson and direct access has been provided to the employees to contact him through e-mail, post and telephone for reporting any matter. No person has been denied access to the Ombudsperson/Audit Committee.

Details of Non-Compliance

No penalties or strictures were imposed on the Company by stock exchanges or SEBI or any statutory authority on any matter related to the capital market during the last three years.

Subsidiary Companies

A statement, wherever applicable, of all significant transactions and arrangements entered into by the Company's subsidiaries is presented to the Board of the Company at its meetings.

The Audit Committee of the Company reviews the financial statements and investments made by unlisted subsidiary companies. The minutes of unlisted subsidiary companies are placed before the Board.

Shareholders' Information

Means of Communication

Financial results	Quarterly, half-yearly and annual financial results are published in 'Financial Express' and in Hindi editions of 'Jansatta'.
Monthly sales/production	Monthly sales and production figures are sent to stock exchanges as well as displayed on the Company's website www.marutisuzuki.com.
News releases	All official news releases are sent to stock exchanges as well as displayed on the Company's website www.marutisuzuki.com.
Website	The Company's website www.marutisuzuki.com contains a dedicated segment called 'Investors' where all information needed by members is available including ECS mandate, nomination form and annual report. The website, inter- alia, also displays information regarding schedule of analyst or institutional investor meet and presentation made to media/ analysts/ institutional investors, financials, press releases, stock information, shareholding patterns, details of unclaimed dividend, etc.
Annual report	In our endeavor to protect the environment, the Company sent the annual report for the year 2021-22 through e-mails to those members who had registered their e-mail ids with either depository participants (DPs) or the Registrar & Transfer Agent (RTA) or the Company. This also helped the Company in saving a huge cost towards printing and dispatch.
BSE Listing Centre & NEAPS (NSE Electronic Application Processing System)	All disclosures and communications to BSE Limited (BSE) and National Stock Exchange of India Limited (NSE) are filed electronically through BSE Listing Centre and NEAPS (NSE).
SCORES (SEBI Complaints Redressal System)	The Company supports SCORES by using it as a platform for communication between SEBI and the Company.
Exclusive e-mail ids for investors	Following e-mail ids have been exclusively dedicated for the investors' queries: investor@maruti.co.in einward.ris@kfintech.com Queries relating to annual report may be sent to investor@maruti.co.in and queries relating to transfer of shares and splitting/ consolidation / remat of shares, payment of dividend, etc. may be sent to einward.ris@kfintech.com
Request to members	The members of the Company who are holding shares in demat form are requested to kindly update their e-mail ids with their depository participants and those who are holding shares in physical forms to kindly get it registered with Kfin Technologies Limited, the Registrar and Transfer Agent of the Company.

Additional Information

Annual General Meeting

Date : 29th August, 2023
Day : Tuesday
Time : 10:00 a.m.
Venue : Via video conferencing (VC) or other audio-visual means (OAVM).

Financial Year

Financial Year: 1st April to 31st March

For the year ending 31st March 2024, results will be announced:

By the end of July 2023: First quarter results

By the end of October 2023: Second quarter results

By the end of January 2024: Third quarter results

By the end of April 2024: Fourth quarter and annual results

Book Closure

The period of book closure is from 4th August, 2023 to 29th August, 2023 (both days inclusive).

Dividend Payment

Subject to the approval of the members at the ensuing annual general meeting, a dividend of ₹ 90/- per equity share (face value ₹ 5/- per equity share) for the year 2022-23 will be paid on or after 6th September, 2023 to those whose names appear in the register of members/ beneficial owners at the close of business hours on 3rd August, 2023. Reminders were sent to the members requesting them to claim unclaimed dividend for the year 2014-15. Some members claimed their unclaimed dividends. The payments were made directly to their bank accounts wherever the particulars were available, under intimation to those entitled. The balance amount remaining unclaimed was transferred to the Investor Education & Protection Fund (IEPF) within the stipulated time.

Audit Fees

The total fees for all services paid by the Company and its subsidiaries, on a consolidated basis, to the statutory auditor and all entities in the network firm/entity of which statutory auditor is a part is ₹ 23 million for the financial year 2022-23.

Listing on Stock Exchanges

The equity shares of the Company are listed on BSE, Phiroze Jeejeebhoy Towers, Dalal Street Mumbai- 400001 and NSE, Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (E) Mumbai 400 051. The annual listing fee for the year 2023-24 has been paid to both the stock exchanges. **Table 10** lists the Company's stock exchange codes. The Company will pay the annual custodian fee for the year 2023-24 to both the depositories namely, National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) on receipt of the invoices.

Table 10: Stock Code

BSE Limited	532500
National Stock Exchange of India Limited	MARUTI
ISIN	INE585B01010

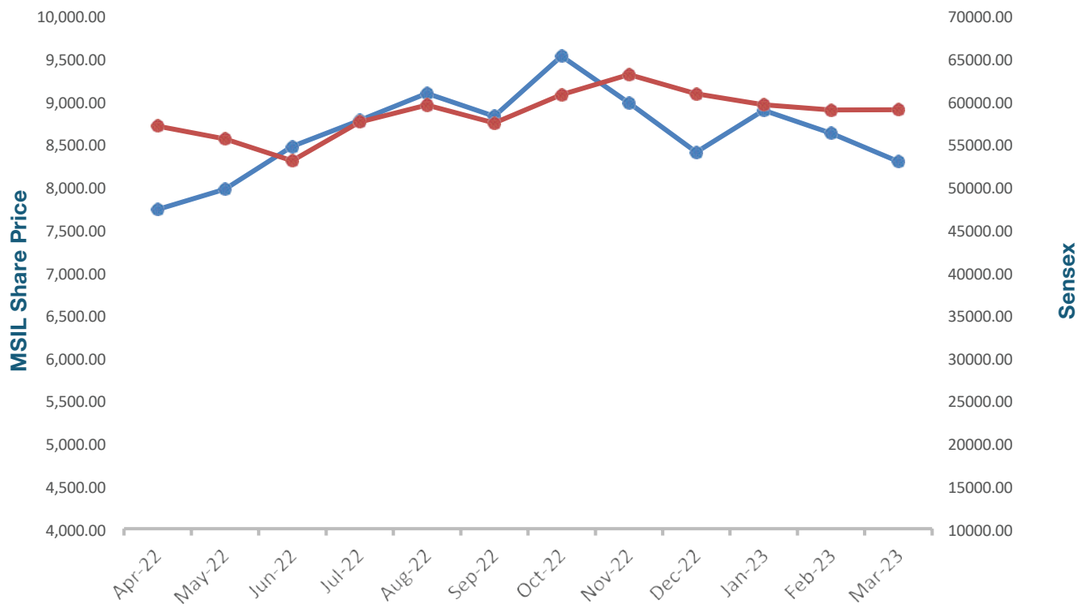
Stock Market Data

Table 11 gives the monthly high and low prices of the Company's equity shares on BSE and NSE for the year 2022-23. **Chart A** plots the movement of the Company's share prices on BSE vis-a-vis BSE Sensex for the year 2022-23.

Table 11: Monthly High & Low Quotation of the Company's Equity Share

Month	National Stock Exchange of India Limited (NSE)		BSE Limited (BSE)	
	High (₹)	Low (₹)	High (₹)	Low (₹)
Apr, 2022	8,067.50	7,350.00	8,067.20	7,350.00
May, 2022	8,100.00	7,062.35	8,100.55	7,062.65
Jun, 2022	8,634.60	7,555.00	8,630.15	7,557.60
Jul, 2022	8,943.00	8,305.60	8,939.10	8,306.05
Aug, 2022	9,196.85	8,564.00	9,195.00	8,563.95
Sep, 2022	9,451.00	8,558.20	9,450.00	8,558.10
Oct, 2022	9,769.00	8,510.00	9,768.65	8,510.85
Nov, 2022	9,636.90	8,786.00	9,649.95	8,790.00
Dec, 2022	9,025.00	8,076.05	9,021.25	8,076.65
Jan, 2023	8,943.85	8,249.15	8,940.00	8,251.10
Feb, 2023	9,030.45	8,530.00	9,027.65	8,534.20
Mar, 2023	8,776.25	8,130.00	8,775.00	8,127.05

Chart A



Registrar and Transfer Agent

KFin Technologies Limited
Selenium Building, Tower-B, Plot No. 31 & 32,
Financial District, Nanakramguda, Serilingampally,
Hyderabad, Rangareddy, Telangana, India - 500032
Phone No.: +91-40- 67162222
Toll Free: 1800-309-4001
E-Mail Id: einward.ris@kfintech.com
Website: https://ris.kfintech.com

Share Transfer System

The Company's shares are transferred in dematerialised form and are traded on the stock exchanges compulsorily in the demat mode. Any request for rematerialisation is attended within the stipulated time.

Distribution of Shareholding

Table 12 lists the distribution schedule of equity shares of the Company as on 31st March, 2023.

Table 12: Distribution Schedule as on 31st March, 2023

S. No.	Category	No. of shareholders	%	No. of shares	%
1.	1 - 5000	431,493	99.74	11,621,569	3.85
2.	5001 - 10000	266	0.06	1,920,977	0.64
3.	10001 - 20000	233	0.05	3,410,045	1.13
4.	20001 - 30000	116	0.03	2,807,631	0.93
5.	30001 - 40000	70	0.03	2,465,774	0.82
6.	40001 - 50000	53	0.01	2,403,948	0.79
7.	50001 - 100000	147	0.03	10,795,738	3.57
8.	100001 & above	233	0.05	266,654,378	88.27
	Total	**432,611**	**100.00**	**302,080,060**	**100.00**

Dematerialisation of Shares and Liquidity

As on 31st March, 2023, 99.999% of the Company's total paid up equity capital representing 30,20,79,112 equity shares were held in dematerialised form. The balance 0.001% equity representing 948 equity shares was held in physical form. Suzuki Motor Corporation, the promoter of the Company holds 17,06,28,962 shares in dematerialized form.

Pursuant to Section 124 of the Companies Act, 2013 read with Investor Education and Protection Fund (IEPF) Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, 2,641 shares in respect of which dividend had not been paid or claimed for seven consecutive years or more were transferred in favour of IEPF Authority.

Commodity Price Risk or Foreign Exchange Risk and Hedging Activities

Please refer to **Annexure - C** and Management Discussion & Analysis for details.

Outstanding GDRs/ ADRs/ Warrants or any Convertible Instruments, Conversion Date and likely impact on Equity

The Company has no outstanding GDRs / ADRs / warrants or any convertible instruments.

Details of Public Funding obtained in the last three years

The Company has not obtained any public funding in the last three years.

Plant Locations

The Company has five plants, two located at Palam Gurugram Road, Gurugram, Haryana and three located at Manesar Industrial Town, Gurugram, Haryana.

Adoption of Non-Mandatory Requirements

The Chairman's office with the required facilities is maintained by the Company at its expense, for use by its Non-Executive Chairman. The Company has appointed separate persons to the post of Chairperson and Managing Director.

Other Disclosures

1. The Company has complied with the Regulation 17 to 27 and Clauses (b) to (i) of Sub-Regulation (2) of Regulation 46 of the Listing Regulations.

2. During the year under review, disclosure requirements under Point 9 (h), (q), 10(h), (j), (m), (n), 11 of Para C and Para F of Schedule V of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 are not applicable to the Company.

Address for Correspondence

Investors may please contact for queries related to:

I. Shares held in dematerialised form

Their **Depository Participant(s)**
and/or
KFin Technologies Limited
Selenium Building, Tower-B, Plot No. 31 & 32,
Financial District, Nanakramguda, Serilingampally,
Hyderabad, Rangareddy, Telangana, India - 500032
Phone No.: +91-40- 67162222
Toll Free: 1800-309-4001
E-Mail Id: einward.ris@kfintech.com
Website: https://ris.kfintech.com

II. Shares held in Physical Form

KFin Technologies Limited
(at the address given above)
or
The Company at the following address:
Maruti Suzuki India Limited
1, Nelson Mandela Road,
Vasant Kunj, New Delhi-110070
Phone No.: (+91)-11-4678 1000
Email Id: investor@maruti.co.in
Website: www.marutisuzuki.com

Annexure – A

Certificate for Non-Disqualification of Directors

Pursuant to Regulation 34(3) read with Schedule V Para C clause (10)(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015

The Members
Maruti Suzuki India Limited
(CIN: L34103DL1981PLC011375)
Plot No.1, Nelson Mandela Road,
Vasant Kunj, New Delhi-110070

We have examined the relevant registers, records, forms and returns maintained/filed by **Maruti Suzuki India Limited (CIN: L34103DL1981PLC011375)** having its Registered Office at **Plot No. 1, Nelson Mandela Road, Vasant Kunj, New Delhi-110070** ("hereinafter referred to as the **"Company"**) and notices and disclosures received from the Directors of the Company and produced before us by the Company, for the purpose of issuing this certificate, in accordance with Regulation 34(3) read with Schedule V Para C Sub clause 10(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) 2015, as amended from time to time (hereinafter referred to as **"Listing Regulations"**).

In our opinion and to the best of our information and according to the verifications (including verification of Director Identification Number status at the portal www.mca.gov.in) as considered necessary by us and explanations furnished to us by the Company, we hereby certify that none of the Directors on the Board of the Company, as stated below, for the **financial year ended on March 31, 2023** have been debarred or disqualified from being appointed or continuing as directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such other statutory authority.

S. No.	Name	DIN
1.	Mr. Ravindra Chandra Bhargava	00007620
2.	Mr. Hisashi Takeuchi	07806180
3.	Mr. Shigetoshi Torii	06437336
4.	Mr. Kenichiro Toyofuku	08619076
5.	Mr. Osamu Suzuki	00680073
6.	Mr. Toshihiro Suzuki	06709846
7.	Mr. Kinji Saito	00049067
8.	Mr. Kenichi Ayukawa	02262755
9.	Mr. Davinder Singh Brar	00068502
10.	Mr. Rajinder Pal Singh	02943155
11.	Ms. Lira Goswami	00114636
12.	Mr. Maheswar Sahu	00034051

Ensuring the eligibility for the appointment/continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on the basis of the disclosures/ information provided by the management of the company. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **RMG & Associates**
Company Secretaries
Firm Registration No. P2001DE016100
Peer Review No.: 734/2020

CS Manish Gupta
Partner
FCS: 5123; C.P. No.: 4095
UDIN: F005123E000183730

New Delhi
26th April, 2023

Annexure – B

Declaration of the Managing Director & CEO

This is to certify that the Company has laid down code of conduct for all the board members and senior management personnel of the Company and the same is uploaded on its website www.marutisuzuki.com.

Further, certified that the members of the Board of Directors and Senior Management personnel have affirmed the compliance with the code applicable to them during the year ended 31st March, 2023.

New Delhi
26th April, 2023

Hisashi Takeuchi
Managing Director & CEO

Annexure – C

Commodity price risk or foreign exchange risk and hedging activities

a. Risk Management Policy: The Company has a commodities price risk management and hedge policy. The policy is attached herewith as **Annexure -1**.

b. Total exposure: ₹ 44,086 Million.

c. Exposure to various commodities:

Commodity	Exposure in ₹ towards the particular commodity (Mn)	Exposure in quantity terms towards the particular commodity	% of such exposure hedged through commodity derivatives				Total
			Domestic market		International market		
			OTC	Exchange	OTC	Exchange	
Copper (MT)	12608	16397	-	-	7.50%	-	7.50%
Aluminum (MT)	7201	28470	-	-	15.01%	-	15.01%
Lead (MT)	2389	13028	-	-	3.75%	-	3.75%
Palladium (Toz)	20153	112077	-	-	12.50%	-	12.50%
Platinum (Toz)	5176	20705	-	-	16.25%	-	16.25%

d. Price movement of commodities are quite volatile in nature and the Company hedges commodity prices (procured directly or indirectly) to mitigate the risk and protect budgetary level, thus ensuring stable financial performance.

Annexure – 1

Commodities Price Risk Management and Hedge Policy

1.0 Background

Maruti Suzuki India Limited (MSIL) for producing cars needs to purchase large volumes of basic commodities like steel, aluminium directly and indirectly and consume high quantities of copper and lead being used by its vendors for supplying components. Apart from these basic metals, significant quantities of Precious Group Metals like Platinum, Palladium and Rhodium as well as other commodities like plastics, High speed diesel (HSD) etc., are consumed.

Due to high volume usage of the above-mentioned commodities in manufacturing cars and very high price volatility, which is being witnessed in last couple of years, Company is exposed to severe commodity price risk directly as well as indirectly. These commodities are either being purchased from suppliers directly at mutually negotiated rates or the price is settled with suppliers, who manufacture these components for MSIL using these commodities, at monthly/quarterly settled prices based on prevalent market trends.

Since these commodities and components are not purchased under a fixed price contract, the cost of the raw material input is variable.

2.0 Commodities Price Risk Management Objective and Strategies

The commodities price risk management objective of the Company is to hedge the risk of changes in the commodity prices procured directly or indirectly (i.e., procured by component supplier). Since the fluctuations in commodity prices have severe impact on financials of the Company, hedging provides stability to the financial performance by estimating the amount of future cash flows and reducing volatility.

The Company shall follow a consistent policy of mitigating the commodities price risk by undertaking following strategies:

I. Bundling of commodity sourcing
Under this strategy, the Company shall negotiate with suppliers bundling its in house requirement with its vendor requirement to get a better price for different commodities based on large consolidated volume.

II. Bundling of Suzuki Motor Corporation's (SMC) subsidiaries sourcing
This strategy allows the Company to bundle the commodity sourcing for the SMC subsidiaries present in India in order to get better pricing for all the SMC group companies in India.

III. Commodity Grade Standardisation & Substitution
The Company shall undertake grade standardisation across various categories of commodities to the extent possible like in the case of steel and plastic products so as to optimize the costs.

The Company shall also change raw material grades to cheaper grades without affecting product performance e.g. in the case of steel from IF to EDD grade.

IV. Yield Improvement
The Company shall continuously under take yield improvement activities across various commodities like in the case of plastic products and electrical components, etc., done so far.

V. Commodity price risk hedging
MSIL shall follow a consistent policy of mitigating commodities price risk by entering into appropriate hedging instruments as considered necessary from time to time. Depending on the future outlook on commodity prices, the Company may keep the exposures un-hedged or hedge only a part of the total exposure.

The Company shall not enter into commodity hedging transactions for speculative purposes i.e. without any actual/anticipated underlying exposure.

The Company shall strictly observe the rules and regulations laid down by RBI for undertaking the commodities price risk hedging.

3.0 Commodities Permitted for Hedging

The Company may hedge commodities price risk on all the commodities being purchased directly or indirectly e.g. Aluminum, Copper, Lead, Platinum, Rhodium, Palladium, Steel, Plastic, etc., wherever possible and permissible under the applicable rules and regulations to enable fixing the sourcing costs.

Hedging for commodities allowed by Reserve Bank of India (RBI) from time to time (like Aluminum, Copper, Lead, Nickel and Zinc listed on a recognised stock exchange currently allowed) may be done through Authorised Dealer Category-1 banks specifically authorised by the RBI on a recognised stock exchange.

For hedging of (a) above commodities (i.e., the commodities allowed for hedging through a recognised stock exchange) through Over the Counter (OTC) Market or (b) the commodities, which are not permitted by RBI, specific approval of RBI shall be taken before undertaking any hedge for the same.

4.0 Permitted Financial Instruments

Exchange traded instruments:
- Futures

Over the Counter (OTC) instruments:
- Forward contracts
- Range forward Options

5.0 Hedging Ratio

A hedging ratio is defined as the total amount hedged divided by the sum of booked and budgeted/projected exposures. The hedge ratio for the Company shall normally be subject to following limits:

Exposure	Hedge Period	Maximum permissible hedge ratio
Budgeted exposures	0-12 months	75%
Projected/Estimated Exposures	12-24 months	50%

However, depending on the commodity price outlook and views, the Company may exceed the above hedge ratio or the hedge period beyond 24 months.

Auditor's Certificate

To
The Members of
Maruti Suzuki India Limited

Independent Auditor's Certificate on Corporate Governance

1. This certificate is issued in accordance with the terms of our engagement letter reference no. ND/JN2022-23/393 dated July 1, 2022.

2. We, Deloitte Haskins & Sells LLP, Chartered Accountants, the Statutory Auditors of Maruti Suzuki India Limited ("the Company"), have examined the compliance of conditions of Corporate Governance by the Company, for the year ended on 31 March, 2023, as stipulated in regulations 17 to 27 and clauses (b) to (i) of regulation 46(2) and para C and D of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the Listing Regulations").

Managements' Responsibility

3. The compliance of conditions of Corporate Governance is the responsibility of the Management. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure the compliance with the conditions of the Corporate Governance stipulated in the Listing Regulations.

Auditor's Responsibility

4. Our responsibility is limited to examining the procedures and implementation thereof, adopted by the Company for ensuring compliance with the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

5. We have examined the books of account and other relevant records and documents maintained by the Company for the purposes of providing reasonable assurance on the compliance with Corporate Governance requirements by the Company.

6. We have carried out an examination of the relevant records of the Company in accordance with the Guidance Note on Certification of Corporate Governance issued by the Institute of the Chartered Accountants of India (the ICAI), the Standards on Auditing specified under Section 143(10) of the Companies Act 2013, in so far as applicable for the purpose of this certificate and as per the Guidance Note on Reports or Certificates for Special Purposes issued by the ICAI which requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.

7. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

8. Based on our examination of the relevant records and according to the information and explanations provided to us and the representations provided by the Management, we certify that the Company has complied with the conditions of Corporate Governance as stipulated In regulations 17 to 27 and clauses (b) to (i) of regulation 46(2) and para C and D of Schedule V of the Listing Regulations during the year ended 31 March, 2023.

9. We state that such compliance Is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Jitendra Agarwal
Partner (Membership No. 87104)
(UDIN:23087104BGYKWG8878)

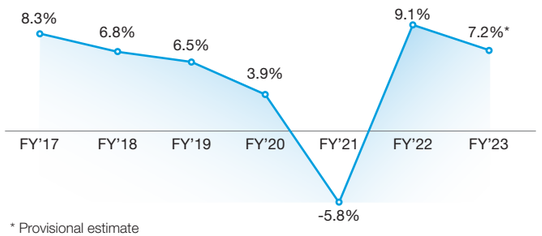
New Delhi
26th April, 2023

Management Discussion and Analysis

Overview

Financial year 2022-23 began amidst an uncertain macroeconomic environment. The price pressure, which was building up since the pandemic, was aggravated by geopolitical conflict in Europe. Supply disruptions, as a fallout of the conflict, surged inflation across the world, including India. Sensing the serious risk of persistently higher inflation on economic growth, RBI and the Government of India took decisive actions, which controlled inflation from going way beyond the comfort level. Meanwhile, the release of pent-up demand in contact-intensive services, ease of mobility restriction, near-universal coverage of vaccination, and improved availability of consumer finance increased the private consumption demand. The Government of India witnessed strong growth in the inflow of tax revenues, which enabled it to run its CapEx at full throttle. These components unitedly kept the economy resilient to unprecedented external shocks during the year. While India sustained its position as the fastest-growing major economy in the world, the lingering inflationary pressure remains a concern for the Indian Economy.

GDP growth (y-o-y)



* Provisional estimate

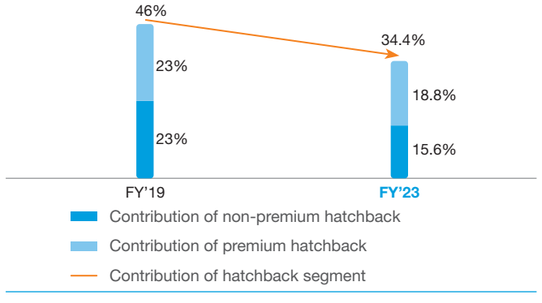
Supported by the pent-up demand, the Passenger Vehicle (PV) industry sales posted strong growth in FY 2022-23. Consequently, the PV industry registered its highest-ever annual sales volume of about 3.89 million vehicles. The sales in the previous year (FY 2021-22) were affected by acute electronic component shortages and COVID-related disruptions.

India's Passenger Vehicle Industry Sales Volume (units)



The shift of consumer preference towards Sports Utility Vehicles (SUVs) was accentuated further during the year. The share of SUVs in the overall passenger vehicle sales in the industry increased to 43% from 40% during the previous year. With this, the SUV segment further consolidated its leadership position. Despite the expansion of India's passenger vehicle market, the share of hatchbacks has been declining continuously from its peak sales witnessed in FY 2018-19. In particular, the non-premium hatchback segment witnessed the steepest decline. Twelve models were offered in the non-premium hatchback segment in FY 2018-19, which have now been reduced to just seven models. While the decline in demand for sedans and partly for premium hatchbacks can be attributed to the shift in consumer preference towards SUVs, the contraction in demand for non-premium hatchbacks is entirely due to affordability issues. In the past few years, vehicle prices, especially for entry-level hatchbacks, have increased substantially due to several reasons, including product regulations, changes in vehicle insurance norms, and increases in road taxes by various state governments.

Contribution of sales from Hatchbacks in India's PV Market





Financial year 2022-23 was indeed a special one for the Company as it celebrated 40th anniversary. The occasion became more celebratory with the Company recording its highest-ever annual sales volume of 1,966,164 units and exports of 259,333 units. The Company also clocked its highest ever production volume in FY 2022-23.

Financial year 2022-23 was also an action-packed year for the Company. It worked on multiple fronts. Among other things, it introduced three new models, four product refreshers, one of the world's best Strong Hybrid Electric technology, six-speed automatic transmission technology, and a host of new-age technology features. Additionally, the Company extended the CNG powertrain to six models, ensured that its entire portfolio complied with new regulations/norms, started construction of a new manufacturing facility, demonstrated an electric vehicle concept, enhanced its manufacturing flexibility to accommodate market fluctuations, maximised the production volume amidst shortage of electronic components, and expanded the digitalisation drive.

When compared with FY 2018-19, the Company has increased its market share and strengthened its overall leadership position other than in the SUV segment. The Company strengthened its product portfolio in the SUV segment with the launch of Brezza and Grand Vitara, thereby increasing its market share in this segment. Moving forward, with Jimny and Fronx, the SUV product portfolio of the Company will be further strengthened. With this, the Company aims to secure a leadership position in the SUV segment. There were some doubts in the market about the Company's ability to effectively sell the high price range products. By making Grand Vitara and Invicto successful, the Company proved its ability and established its brand in that segment. The Company believes in offering products and technologies that are relevant to the Indian market context. Through extensive market research, the Company gathered that in the high-priced vehicle segment, customers prefer feature-loaded vehicles. The Company offered a flurry of classy features in these new models, which added to their excellent acceptance.

In FY 2022-23, while the supply situation of electronic components improved over the previous year, the shortages continued for SUVs and bigger cars, which were in high demand. During the year, the Company could not produce about 170,000 units because of electronic component shortages thus falling short of market demand. The pending customer orders remained at about 380,000 units at the end of the financial year.

Driven by new model launches, product refreshers, introduction of the Strong Hybrid powertrain, and the expansion of the portfolio of CNG-powered models, the Company's new model activity saw a multi-fold increase during the year. On the product regulations, phase-2 of Corporate Average Fuel Economy (CAFE) norms were mandated from 1st April 2022. The Company undertook relevant modifications in products and powertrains to ensure compliance with BSVI (phase-2) norms and to make all the models compatible with E20 fuel (gasoline blended with 20% ethanol). Given the Company's wider portfolio, comprising 16 models and over 100 variants, carrying out regulatory compliances is resource intensive. The Company, with meticulous planning and in close collaboration with various stakeholders ensured timely compliance. Engineering efforts further intensified due to a shortage of electronic components, calling for optimisation of semi-conductor usage in vehicles.

For better convenience of customers and other stakeholders, the Company continued with enhancing the digitalisation of its business processes. The initiatives taken in this regard are explained in subsequent sections.

On the health front, the Company continued with its programme of administering the free booster dose of COVID vaccination to employees and their family members.

To expand production capacity, the construction of a new manufacturing facility in Kharkhoda, Haryana has started. A plant with a capacity of 250,000 vehicles per annum is to be commissioned within the year 2025, eventually increasing its overall capacity to one million. The facility has the potential to become one of the world's largest manufacturing facilities.

The Company demonstrated remarkable resilience by expanding its operating margin during FY 2022-23. The margin expansion was contributed by improved operating leverage, better control on operating expenses, cost reduction efforts and a favourable foreign exchange rate. The Company took calibrated price increases to offset the inflationary pressure experienced in various cost elements and increased cost of complying with new regulations. The sales promotion expenses remained under control as sales shifted towards new models, even though the slow-moving non-premium hatchback segment attracted increased sales promotion. Put together the factors described above, the operating profit of the Company in FY 2022-23 increased to 7.3% from 3.5% over the previous year.

Domestic Sales

In the domestic market, the Company sold 1,644,876 units in FY 2022-23, posting a growth of 20.5% over the previous year. This includes 1,606,870 units of Passenger Vehicles (PVs) and 38,006 units of Light Commercial Vehicles (LCVs).

In the domestic passenger vehicle market, the Company continues to be the most preferred brand in the country. During the year under review, seven of the top ten best-selling PVs were from Maruti Suzuki.

In the domestic passenger vehicle market, FY 2022-23 was an eventful year for the Company in several ways, which include:

a) addressing the gaps in the product portfolio, especially in the SUV space,

b) introducing the Strong Hybrid electric powertrain technology

c) expanding portfolio of CNG-powered models, and

d) introducing advanced technology-based safety, convenience, and comfort features.

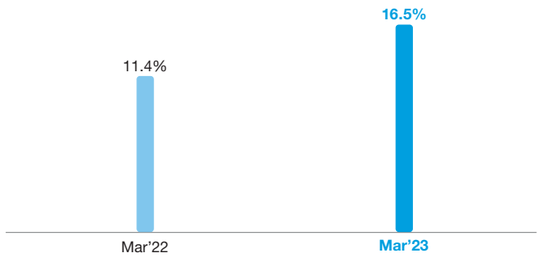
Many of the technologies introduced were offered as first-in-the-segment.

The Company introduced three new models and four product refreshers in FY 2022-23. The new model launches were Brezza, Grand Vitara, and Alto K10. The Brezza and the flagship SUV Grand Vitara garnered overwhelming bookings right from their introduction. The most notable aspect is that customer bookings were significantly higher for the top two variants of Brezza. Additionally, even before the price of Grand Vitara was unveiled, customer bookings were higher than anticipated, resulting in a waiting period of about five months.

With Grand Vitara, the Company started to offer a strong hybrid electric powertrain, which offers about 32% higher energy efficiency over the conventional Internal Combustion Engine, significantly lowering the vehicle's carbon emissions.

In FY 2022-23, with Brezza and Grand Vitara, the Company's SUV sales volume grew, helping the Company regain market share in the SUV segment. The Company also unveiled two new SUVs, Jimny and Fronx, at the Auto Expo 2023. These two SUVs will retail in the domestic market in FY 2023-24. If the supply situation of the electronic components improves and remains favourable, the Company aims to achieve market leadership in the SUV segment in FY 2023-24.

SUV market share of MSIL (%)

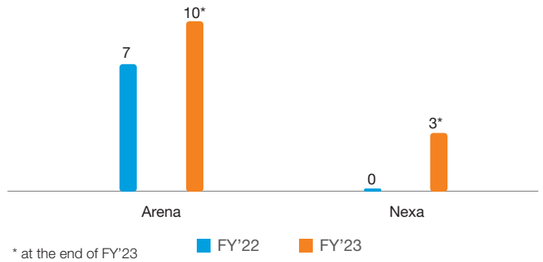




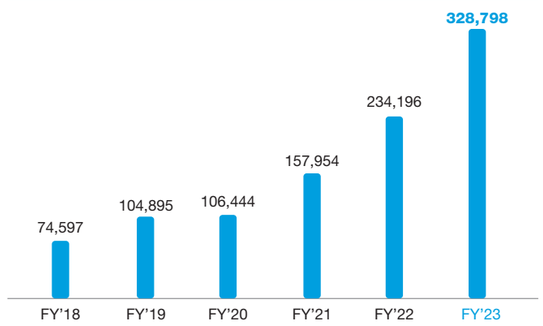
The Company has also offered a slew of advanced technology-based safety, comfort, and convenience features, including, but not limited to, Head Up Display, 360-degree view camera, six airbags, the Electronic Stability Programme (ESP) with Hill Hold Assist, sunroof, ventilated seats, tire pressure monitoring systems, and the Suzuki Connect Telematics Solution, an infotainment system offering over 40 connected features with advanced voice assist.

During the year, the Company also launched refreshers of the Ertiga, XL6, S-Presso, and Eeco. With the faster expansion of CNG dispensing stations across the country, the Company is confident that sales of CNG vehicles will increase. Besides offering S-CNG powertrain technology in all the products sold under the Arena channel, the Company extended its CNG product line-up for the products sold under the NEXA channel as well. Of the 16 models in its portfolio, the Company is offering CNG options in 14 models. While the overall sales of the Company increased by 20.5% in FY 2022-23, the sales of CNG vehicles grew by 40%. Consequently, the share of sales from CNG vehicles in the overall sales grew to nearly 20% from 17.2% in the previous year.

Expansion of the portfolio of CNG powered models (in PV Segment)



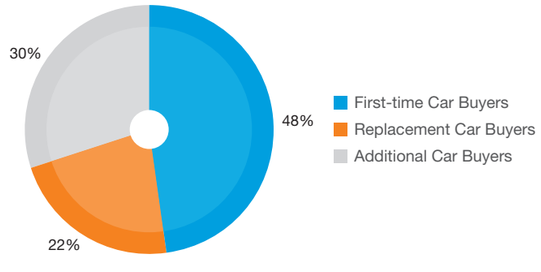
Sales of CNG Fuel Vehicles (PV + LCV) (in units)



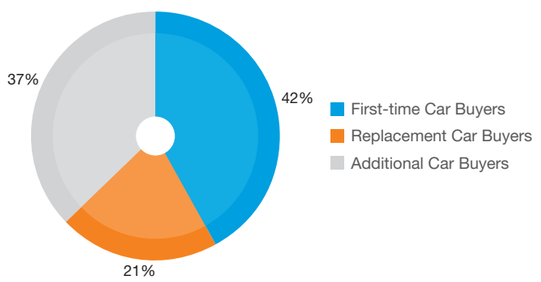
Also, during the year, customer preference for green vehicles increased significantly. The share of sales of green vehicles, including CNG vehicles, Mild Hybrids, and Strong Hybrids, increased to 37% from 27% in the previous year.

The first-time buyers declined during the year. As seen in the past, the contribution of first-time buyers is higher in the non-premium hatchback segment. Consequent to the decline in the share of the non-premium hatchback segment since FY 2018-19, the proportion of first-time buyers in the Indian passenger vehicle market is also declining.

Customer Profile - FY 2018-19

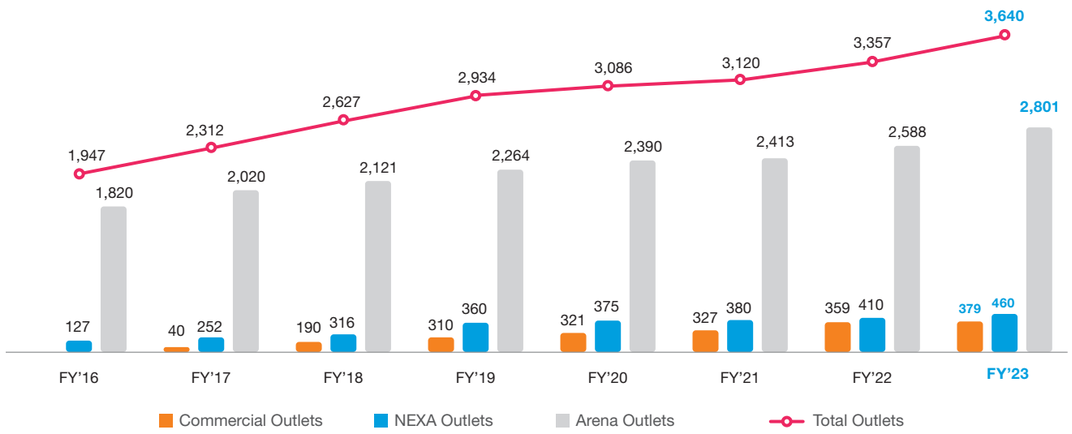


Customer Profile - FY 2022-23



The demand for passenger vehicles remained strong in the markets in Central and Southern India and in some of the markets in Eastern India. With constant endeavour to be closer to customers for offering better convenience and experience, the Company added 283 sales outlets primarily in non-urban markets during FY 2022-23.

MSIL Sales Network (Nos.)



With over 2,000 outlets in non-urban markets across the country, the contribution of sales from these markets in overall sales increased by ~1% to ~44.3% in FY 2022-23.

Despite a strong network presence in urban markets, the Company added 50 NEXA sales outlets, further strengthening its competitive advantage. The NEXA channel of the Company completed seven successful years of delivering premium automotive experience to customers. Since its inception, over 1.9 million cars have been sold across 460 NEXA outlets.

During the year, in the Light Commercial Vehicles (LCVs) segment, the Company sold 38,006 units of Super Carry from its 379 commercial channel outlets in 270 cities. CNG powertrain contributes to nearly 75% of the Super Carry sales volume. During the year, the sales of Super Carry grew by 12.4%. Super Carry is the second-most selling model in its segment.

For enhanced customer experience in sales processes, the Company continued to enhance its digital footprint. By leveraging virtual reality (Metaverse), the Company offered a digital showroom experience to its customers across its ARENA and NEXA sales channels. The Grand Vitara launch on NEXAVerse had an overwhelming response. This has helped provide innovative ways for customers to engage with the brand and to experience the range of products offered.

Maruti Suzuki's pavilion at the Auto Expo 2023 was also presented in the Metaverse as well. About 1.5 lakh people who could not physically visit the Auto Expo could easily do so from the comfort of their homes by simply logging through the web or by using a virtual reality headset available at MSIL showrooms.

The 'Maruti Suzuki Smart Finance' (MSSF), introduced recently to offer online, end-to-end car financing, is seeing increased acceptance. In FY 2022-23, nearly 33% of the customers financed their cars through the MSSF platform compared with 23% in FY 2021-22.

The Company has digitalised 24 out of 26 customer interaction points while buying a car. The remaining two interaction points are the test drive and delivery of the vehicle.

Working on the initiative of setting up sales and service outlets on the principle of 'Company Owned Dealer Operated' (CODO), during the year, the Company activated nine outlets across the country on the land acquired by the Company. Moving forward, the Company will be activating thirteen more outlets under the CODO principle.

The demand for pre-owned cars during FY 2022-23 continued to increase. In FY 2022-23, the Company's True Value channel sales registered a year-on-year growth of 36%. The Company firmly believes in the future growth potential of pre-owned cars in India and is expanding the sales outlets accordingly. During FY 2022-23, the Company added 33 independent True Value sales outlets.

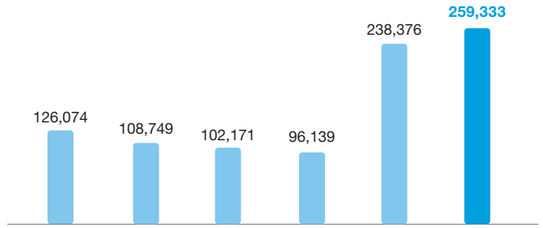
Exports

The Company is focused and aligned with the Government of India's vision of 'Make in India for the World' and is putting all out efforts to increase exports.

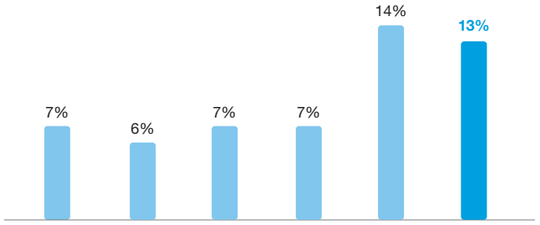
The Company achieved its highest-ever export sales of 259,333 units in FY 2022-23. The Company emerged as India's top passenger vehicle exporter for the second consecutive year by a wide margin. In FY 2022-23, the Company also achieved a landmark of cumulative exports of 2.5 million vehicles. The Company started exporting way back in FY 1986-87 and since then, its products have earned the acceptance and appreciation of global customers for their high quality, superior technology, reliability, performance, and affordability. The support of parent company, Suzuki Motor Corporation (SMC) has been vital in this achievement. SMC not only provided the Company a strong technological support but also helped the Company leverage its vast global network to increase exports.

In FY 2022-23, Africa continued to be the top export destination for the Company. This was followed by Latin America, the Middle East, and ASEAN region. SMC's distribution network and its continuous efforts to keep enhancing the capacity and capability of the network, coupled with the expansion of product portfolio, helped the Company to cash in on opportunities as the demand environment turned favourable in some of the markets.

Export Sales Volume (units)



Share of Export Volume in Total Sales volume(%)



Additionally, the OE supply of vehicles to Toyota through SMC in the African market also helped grow the export volume. With support from SMC, the Company continues to expand its product offerings for export market. The Company commenced exports of its successful premium SUV, Grand Vitara, in January 2023. With this addition, the Company broadly now exports its full range of products starting from the Alto, a product in the entry segment, to its most premium SUV offering, Grand Vitara. Besides expanding the product offering, the Company is augmenting capacity at the existing ports and also making use of new ports to enable higher exports.

Service

With an objective to continuously enhance the customer delight during vehicle ownership, the Company continued its efforts such as expanding service touchpoints to reach closer to the customers, providing quicker, affordable, and higher-quality service, and improving the efficiency of customer interaction processes through digitalisation.

During the year, the Company added 310 service touchpoints. A large part of the expansion happened in non-urban markets. With 4,564 service touchpoints across the country, over 22.3 million vehicles were attended in FY 2022-23, the highest ever in the Company's history.

In order to reach closer to the customers in urban markets, the Company increased the service touch points in residential and non-industrial areas through a new format called the 'Green Workshop'.

In an endeavour to reach closer to the customers, based on the concept of Service-on-Wheels which provides routine maintenance service of vehicles at customers' doorstep, the Company introduced Bodyshop-on-Wheels for providing repair services during the year, With the intent to minimise the financial burden on customers in case of unforeseen engine failures caused by waterlogging (hydrostatic lock) and adulteration in fuel,

the Company introduced the Customer Convenience Package (CCP). So far, no insurance product in the country provides coverage against this damage. This scheme was well appreciated by the customers, and many customers opted for it.

With solutions like multi-language voice BOT, digitalised job card opening, digital owner's manual, among others, the Company is aggressively moving towards digitalisation in the vehicle service area to provide a superior customer experience.

The skill level of workshop personnel is a prerequisite for delivering high-quality service. For this, the Company is training the workshop personnel on the global standards of Suzuki Service Qualification System (SSQS). In addition, the Company continued its efforts in training workshop personnel on the latest technologies, behavioural and soft skills. The Company adopted an online practical training mode to educate the workshop personnel at a faster pace in a resource-efficient, effective, and convenient manner. By using 15 broadcasting centres, the Company could upskill over 129,000 workshop personnel in FY 2022-23.



Maruti Suzuki Bodyshop-on-Wheels

Aftermarket Parts and Accessories

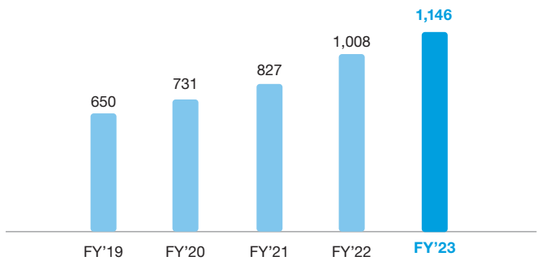
One of the factors towards enhancing customer satisfaction is to have a minimum downtime of vehicles. Higher downtime is primarily caused due to vehicle being stranded in workshop for want of aftermarket parts. The shorter the downtime, higher is the satisfaction. A large portfolio of existing and discontinued products with more than 87,000 aftermarket parts coupled with seasonality in demand trends pose a big challenge for the Company to make spare parts readily available as per market need across the country.

The Company has been working on multiple fronts to keep customers happy. Along with better demand forecasting, digitalisation initiatives, and expansion of independent retail outlets of aftermarket parts and regional part distribution centres, the Company is ensuring timely availability of aftermarket parts.

The effectiveness of these efforts can be judged by the fact that at any given time, the vehicles- off-the-road are just about 400. The Company has sold around 25 million vehicles in domestic markets so far.

During the year, the Company added over 400 new accessories under Maruti Suzuki Genuine Accessories (MSGA) to meet evolving customer needs in categories such as safety, convenience, entertainment, and lifestyle. The Company also offers its customers an option of financing for MSGA.

Parts Distribution Network*



Retail outlets for parts and accessories (in nos)

*These independent outlets are in addition to the aftermarket parts available at the service network of over 4,500 workshops across the country.

The Aftermarket Parts and Accessories business of the Company in FY 2022-23 registered a strong growth of nearly 25% over the previous year and achieved its highest-ever sales in a financial year.

Operations

With the business environment becoming far more dynamic and interconnected and far less predictable, it becomes imperative for an organisation to be agile. For the past many years, the Company pro-actively worked towards increasing the flexibility in its operation.

During the year, the shift in consumer preference towards bigger cars, coupled with volatility in supply of electronic components, the Company's agile manufacturing capability was tested to its core. The volatility in supply of electronic components was so large that maintaining a stable rate of manufacturing became a challenge. Together with dynamic production scheduling and meticulous resource planning, the Company could maximise production volumes. As a result, the Company achieved its highest-ever annual production volumes in FY 2022-23. Despite such volatilities, the Company's robust change management systems helped maintain high levels of quality and productivity.

The product refreshers and new models introduced during the year received an overwhelming market response. In its pursuit to quickly serve customer orders, the Company augmented capacities of models such as Ertiga and Brezza. However, the shortage of electronic component supplies did not enable the Company make use of the available capacity.

The Company is not only optimistic about the growth of India's automobile market but also about its export potential. In order to leverage this opportunity, the Company has put in place a plan to increase its manufacturing capacity. Starting April 2024, the capacity at the Manesar facility will increase by 100,000 vehicles. With this addition, the capacity at the Manesar plant would go up to 900,000 vehicles per annum. Besides, the Company has also started construction of a new manufacturing facility at Kharkhoda in Haryana. The first plant with a production capacity of 250,000 vehicles per annum is expected to be commissioned within the year 2025. In the first phase, the investment would be over ₹ 110 billion. The site will have space for capacity expansion to include three more manufacturing plants, each with a capacity of 250,000 units.

Recently, the complexity of manufacturing a vehicle has increased significantly due to increased features and regulations. This calls for continuous strengthening of a quality management system to ensure high-quality manufacturing. The Company places utmost reliance on preventing the generation of defects. The manufacturing and engineering teams collaborate to check the design for manufacturability at the design stage not only to identify and eliminate possible quality defects but also to help identify possible issues related to workplace ergonomics. During the product development phase, the Company has adopted a technique that uses multiple rounds of verification to ensure that the manufactured product is in accordance with the design. During mass manufacturing, to achieve tighter tolerances and at the same time ensure defect-free products, the Company leverages new technological solutions such as the Internet of Things (IoT) technology and machine vision systems.

The inspection systems are increasingly being shifted to the source (point of manufacturing) to prevent the outflow of defects. This significantly reduces the time required for any corrective action, leading to resource optimisation.

Conservation of Natural Resources and Environment Protection

One of the enablers of the Company's value creation is maximising the overall resource efficiency, thus leading to responsible consumption of finite materials. The Company actively practices aspects related to the circular economy such as eliminating waste, deploying the 3Rs (Reduce, Reuse, and Recycle) principle, and increasing the reliance on renewable energy. The Company's commitment to preserve natural resources is reflected in every step, right from product design to manufacturing processes and distribution to the end-of-life management.

Design to Recycle

With an objective to ensure the vehicles are not thrown away as waste at their end-of-life, the vehicles are designed for maximum recyclability and recoverability. All the vehicles currently being manufactured by the Company are, at a minimum, 85% recyclable and 95% recoverable.

Increasing the reliance on Renewable Energy

The Company has a total of 26.3 MWp installed capacity of solar power. With this, the Company could avoid over 19,000 MT of Co_2 emissions in FY 2022-23. Solar power contributes to about 12% of captive power generation. The Company has plans in place to further increase the capacity of solar power by 21.8 MWp by 2024. By partnering with Haryana's state electricity distribution company, the Company sources green energy at its Gurugram facility. This has resulted in the avoidance of ove 6,000 MT of Co_2 emissions in FY 2022-23.

Promoting the Use of the 3Rs Principle

The 3Rs principle is a way of life for the Company. The Company recycles 100% of the metallic scraps, such as steel and aluminium, generated during the manufacturing of cars. The state-of-art sewage treatment plants help in the recycling of water.



Carport Type Solar Power Plant (top view)



Carport Type Solar Power Plant (bottom view)

The Company meets 65% of its water requirement for manufacturing cars through recycling. With an aim to promote the recycling of commodities, the Maruti Suzuki and Toyota Tsusho Group's Vehicle Scrapping and Recycling unit commenced operations in the year 2021. The facility offers a hassle-free solution for customers to scrap vehicles in a safe and environmentally friendly way and has the capacity to scrap 24,000 vehicles annually.

During the year, the Company enabled recycling of about 1,140 MT of packing polythene sheets by selling through authorised recyclers. Additionally, the Company has implemented an Extended Producer Responsibility programme of recycling the plastic packaging used in its aftermarket parts and accessories.

The Company promotes yield-improvement activities to optimise the usage of resources such as steel, aluminium, and other materials. To further improve the energy efficiency at some of its manufacturing facilities, the Company is actively collaborating with a start-up. The Company also takes comprehensive measures to continuously reduce the usage of packaging materials. In the new Brezza, the Company was able to reduce the usage of packaging materials by 30% over the previous Brezza. For the export Knocked Down (KD) kits and components over 45% of the packaging material requirement is met through reused material.

Environment Protection

As for environment protection, the Company not only conforms to laws and regulations but also strives to stay ahead. Initiatives are being taken at Tier-1 suppliers' facilities for education and implementation of best practices to limit the usage of hazardous substances. Besides, audits are conducted at suppliers' facilities in this regard. Contractual agreements and green procurement guidelines are executed with suppliers for promoting green products. The Company has established control procedures to ensure the effective implementation of guidelines by suppliers. The Company adopted the globally acclaimed International Material Data Systems (IMDS) tool to control the use of Substance of Concern (SoC).

(The Company's Sustainability Report elaborates on the initiatives undertaken in this section.)

Safety

The Company believes that a safe culture is built through effective involvement of the top leadership and equal participation from the front-line workforce to continuously identify safety threats and take measures to neutralise them. The Company also promotes a culture of safety with its stakeholder partners.

In line with this, a three-tier safety committee under the direct supervision of the MD & CEO is making constant progress towards the improvement of safety systems. This committee structure cumulatively held 90 meetings during the year, focused not only on continuously strengthening occupational safety but also on improving non-occupational safety.

The front-line workforce provided a total of 171,866 suggestions during the year for improving occupational safety. Besides, 4,365 suggestions were shared by the operators during the year, out of which the improvement measures have been implemented for 92% of the feedback and plans are in place to address rest of them. With the intent to prevent accidents, the Company encourages its workforce to report near-miss incidents and implements appropriate measures to address them. During the year, 1,137 near-miss incidents were reported, and the Company has implemented suitable countermeasures on all the actionable near miss incidents.



Nukkad Natak (street play) for spreading safety awareness

The Company observes Safety Month, a month-long engagement activity that also includes the families of employees and is focused on sensitising, educating, and sharing best practices related to occupational and non-occupational safety. This year, the theme of Safety Month was 'Our Aim—Zero Harm'. The Company undertook various measures to reinforce the culture of making safety a 'way of life'. Over 10,000 employees were trained during the year on various facets of safety, such as fire safety, electrical safety, safety in office spaces, emergency preparedness, and first aid among others. The Company also conducted 'Nukkad Natak' (street play) to engage and create awareness on the importance of adherence to the safety guidelines. To ensure road safety discipline and imbibe safe driving practices, the Company took various initiatives to promote and create awareness among its workforce and other stakeholders.

Quality

In financial year 2022-23, quality management related to both the new model development and mass manufacturing witnessed significant challenges.

With regards to new model quality management, the scale of work in FY 2022-23, as measured through new components being developed during the year, increased by over four times compared with that in FY 2021-22 due to:

a) increase in new model launches and product refreshers.

b) regulatory compliances, such as BSVI (phase-2) and E20 fuel material compatibility.

Given that passenger vehicles are the Company's largest product portfolio, carrying out changes for meeting regulatory compliances, especially on running or existing models, substantially increases the scale of work.

As for mass manufacturing quality management, the volatility in supply of electronic components not only resulted in frequent changeovers in product mix but also affected levelised manufacturing for both the Company and its suppliers.

The Company has put in place a robust quality management system, which is centred on reoccurrence prevention, early detection, and prevention of the outflow of defects. By actively collaborating with suppliers and other stakeholders, and strictly adhering to robust quality management systems, the Company was able to manage the challenges described above.

The Company also continued the ongoing quality management programmes detailed below to ensure improved quality of products.

A) Reinforcement of the Zero-Defect Philosophy

The Company believes that for utmost customer satisfaction, every product should be free from any defect. The Company places utmost thrust on delivering quality excellence through embracing the philosophy of 'Zero-Defect'. During the year, a series of sensitisation workshops by the Company encouraged suppliers to enhance their knowledge and implement best practices to achieve zero-defect production lines.

The Company has put in place an organisation that exclusively supports supplier partners to continuously improve their quality levels. The Company also observes 'Quality Month' every year to enhance quality consciousness among suppliers. Through customer product feedback, periodic surveys, and social media listening, the Company continuously assesses customers' needs and expectations on product quality and takes appropriate measures to address them.

B) Quality Management During New Model Development

The Company implemented concepts such as front-loading, the Peak Production Verification Trial (PPVT), and initial flow management to ensure defect-free production of new models.

Front-loading helps to arrest defects at the design and development stage while PPVT and initial flow management help prevent defects during mass production of a new model. The Company uses its state-of-the-art testing facility in Rohtak, Haryana, to rigorously evaluate the new models for quality performance.

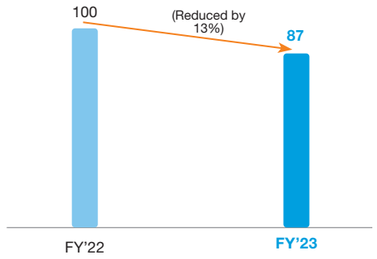
C) Quality Management During Mass Manufacturing

To maintain high-level quality standards during mass manufacturing, it is important to ensure (a) the periodic upkeep of plants and machinery, (b) the capacity and capability of workforce, (c) adequate process controls, (d) the availability of fool-proofing of systems, and (e) robust inspection systems among others. The Company has put in place various measures to continuously improve these factors at the supplier partners.

Besides, the Company constantly reinforces a culture of identification of root cause. Quality feedback from the market

is carefully investigated. Once the right root cause is identified, prompt corrective actions are taken to prevent reoccurrence. The Company is also implementing a part-traceability system to correctly identify the affected vehicles with a potential quality defect.

Warranty Claims



D) Recall Management

During the year, in the interest of its customers, the Company recalled some of its vehicles and took corrective measures in a swift manner to reduce inconvenience to customers. The number of recalled vehicles reduced by over 60% from FY 2021-22.

Supplier Defects

Average Resolution Time to take corrective measures on Market

Human Resources

Company Philosophy

The Company always strives to promote a safe, healthy, and happy workplace. It creates and instils a culture of partnership among its employees. The empowerment of human resource to acquire knowledge and build capability, grow, and prosper in a healthy work environment is the guiding philosophy of the Company's HR policies. With people-centric policy interventions, a constant two-way communication led by the MD & CEO to promote participative decision-making and various welfare measures are undertaken from time to time. As a result, the Company's motivated human resources have been making strong contributions in responding to business challenges successfully.

Employee Health and Wellbeing

Since the pandemic, the Company has accelerated its efforts to improve the physical and mental well-being of its employees. During the year, the Company conducted a company-wide survey to ascertain the happiness quotient of all its employees and then organised counselling sessions. A wellness programme using yoga, and training sessions on emotional, spiritual, and psychological wellbeing were organized. A total of 22 wellness sessions covering 6,333 employees were organised during the year. To promote the importance of physical health among the employees, including their families, events such as marathons and stepathlons were organised on a quarterly basis. The Company continued its programme of administering free booster doses of the COVID vaccination to employees and their family members. By collaborating with several hospitals, the Company provided free annual health check-ups for the employees and their spouses. By tying up with an external partner, the Company also provided free online health consultations with the best doctors across India for the employees and their families.

Capability Development

The pandemic has brought out the importance of digitalising business processes to ensure business continuity. In addition, the Company placed utmost importance to inculcate a mindset towards digitalisation for not only ensuring business continuity but also to promote a culture of innovation among the employees. To achieve this, focussed training programmes covering over 15,000 person-hours of training were organised for employees across multiple levels. By partnering with BITS Pilani, a renowned academic institute, a new two-year post graduate programme on Digital Business was started during the year.

The Company introduced a new-age Learning Management System (LMS) during the year. The LMS uses artificial intelligence and machine learning to recommend relevant upskilling programmes based on the roles and responsibilities of an employee. Then, the employee can undertake self-paced training programmes through the exhaustive e-learning courses available internally or through external Learning Experience Platforms free of cost.

During the year, the routine trainings around capability improvement, career development, and transition assistance programmes were conducted.

Over a decade, the Company has been partnering with various academic institutions to provide access to undergraduate and postgraduate programmes to its employees. In FY 2022-23, based on the employees' feedback, the Company introduced new courses, increased the number of institutes it partnered with, and increased the number of available seats, thus benefiting a larger number of employees. Eligible employees who complete the higher education programmes are considered for promotion to take up higher responsibilities.

Courses	Courses taken by	Number of employees benefitted so far under higher education programmes offered by the Company
Diploma programme	Workers	601
B. Tech programme	Supervisors	303
Part-time MBA programme	Managers	170
Total		**1,074**



Apartments in Maruti Suzuki Housing Society

Industrial Relations Environment

The Company strives to ensure stable and cordial industrial relations through effective communication, participation of employees in important decisions, and various employee welfare programmes. Regular two-way communication, led by the MD & CEO, with the employees across various levels, keeps them informed on the overall business scenario, providing them with a strong platform for exchange of views.

Freedom of Association

The Company promotes freedom of association, and there are a total of three workers' unions. The Company allows collective bargaining and actively collaborates with all the unions. During the year, elections were held in a smooth manner for electing the workforce union representatives at the Gurugram facility and powertrain facility at Manesar.

Compensation

The Company offers industry-leading benefits with the average compensation being higher than the industry benchmark. The Company's compensation policies are gender neutral. To improve productivity and help achieve business goals, the Company also put in place a structured performance-based incentive pay structure that covers all categories of employees for all levels.

Employee Welfare

The Company values its employees, who have contributed to its progress. The Company contributes 1% of the previous year's Profit After Tax to a fund exclusively earmarked for employee welfare. The fund is used to provide welfare measures, such as housing loan subsidies, educational support for employees' children, developing common infrastructure facilities in employee

housing projects, and to provide social security measures, such as post-retirement medical benefits for employees as well as their spouses.

At the housing project being undertaken in Dharuhera, Haryana, 262 houses have been delivered to the employees so far. A few more houses are under construction and will be delivered to the employees in due course.



Flats being handed over to employees at the Dharuhera housing society



Polling held for electing union representatives at Manesar Powertrain facility

Multi-layered Connect

For larger connect and welfare of employees' families, the Company has a calendar of events, which includes expert career counselling for employees' children, a gala family day, and plant visits for family members. In engaging with the families of the employees, communication through an in-house magazine and MD & CEO messages on special occasions play an important role.



Family day celebration

Gender Diversity and Inclusion

The Company promotes gender diversity and provides equal opportunity to all. Various welfare measures are taken to support and encourage female employees.

Grievance Redressal Mechanism

To address any grievances reported by its workforce, including among the temporary workforce, the Company has a well-structured grievance redressal mechanism. Periodic grievance redressal camps are organised to address their issues.

Awards and Recognition

As a result of all initiatives explained above, Maruti Suzuki was honored with the title "Best Place to Work 2022 in Automobile Industry" by Ambition Box.

Supporting Business Partners

The Company has put in place an exclusive organisation to improve the human resource and industrial relations practices at its business partners, such as its suppliers, dealers, and transporters. The interventions are centred around providing relevant skill training. Through multi-stakeholder initiative programmes, the Company focusses on creating a talent pool for its supplier and dealer partners. For more information on the initiatives and outcome of these programmes, kindly refer to page 58 of the Integrated Report.

During FY 2022-23, the Company provided over 998,008 person-hours of training for its employees and the workforce of its business partners.

Engineering

In the passenger vehicle industry, the product is central to the growth and success of any organisation. With the strong support and guidance of Suzuki Motor Corporation (SMC), the Company's engineering function is working in the following key focus areas.

1. Introduction of New Products

In the last few years, the preference of Indian customers is shifting towards sport utility vehicles (SUVs). The SUV segment is now the largest segment of the industry, followed by the hatchback segment. Aligning with the changing customer preferences, the Company developed four new products in the SUV segment.

(a) Grand Vitara

(b) Brezza

(c) Jimny

(d) Fronx

The Company launched models in other segments as well. The new Alto K10 and product refreshers of Ertiga, XL6, and Eeco were successfully launched during the year. All these newly launched products are fresh in design, high in performance, reliable, and are equipped with new technologies and features that are safe, affordable, and environmentally friendly to delight the Indian customer. Going forward, the Company is working to further expand its utility vehicle portfolio.

2. Introduction and Expansion of Advanced Features and Technologies

In line with customer preference, the Company is expanding features and technologies in its offerings.

During the year, the Company introduced a host of safety, infotainment, and connected, comfort, and convenience features in the Indian market. These features include sunroof, ventilated seats, the tire pressure monitoring system (TPMS), the all-new full digital instrument cluster, and wireless charger.

Other key technologies such as six airbags (driver, co-driver, side, and curtain), the electronic stability programme (ESP), the 7-inch and 9-inch infotainment system with HD display, the built-in next-gen telematics system (Suzuki-Connect), the Head Up Display, and the 360-degree view camera were extended to some of the new models and product refreshers models. The Company also expanded the offerings in Automatic Transmission and drivetrain technologies.

Automatic Transmission

	Auto Gear Shift	4-speed Automatic Transmission	6-speed Automatic Transmission with paddle shifters	e-CVT Technology
2021-22	★	★		
2022-23	★	★	★	★

★Refers to the technology available in the products during the particular year

3. Reducing carbon footprint of fleet

The Company is committed to completely support India's ambition of Carbon Net Zero by 2070 and intermediate targets before 2070. In automobile business, largest share of the Co_2 emissions is contributed by products. While the Company is focusing on Co_2 emission reduction in all its business activities, reducing Co_2 emission for the products is one of the top priorities of the Company. As a result, the Company has the least carbon emission fleet among all car manufacturers in the country in FY2021-22 also (as per the latest annual fuel consumption compliance report, published by MoRTH). The Company's fleet weighted average carbon emissions has always been the least among all car manufacturers in India. This Co_2 data has also come under government monitoring since FY 2016-17.

Reducing the overall carbon emissions cannot be achieved until the entire fleet of cars produced are included in the carbon reduction efforts. To make these efforts sustainable and good for the country, it is also important that the technologies deployed have maximum local manufacturing and are affordable to the consumers. Since the entire country has to reduce carbon footprint, the Company has to address carbon reduction on a life-cycle and well-to-wheel basis rather than limiting it to only a tank-to-wheel basis.



Global premiere of Concept Electric SUV "eVX"

The Company revealed the concept of its first electric vehicle (eVX) at Auto Expo 2023, and it will be introduced

in the market in FY 2024-25. Our parent company, Suzuki, will invest in Gujarat, India, for constructing a plant for manufacturing of BEV batteries. This investment will support the Company in accelerating and expanding its BEV portfolio with localisation. To fortify the electric vehicle portfolio, the parent company Suzuki Motor Corporation has committed huge R&D investment in developing all six electric vehicle models that will be introduced by the Company till FY 2030-31.

While the Company is focusing on BEVs, it might not be able to replace its entire fleet of cars immediately. Though the estimates vary, it would be a reasonable assumption that until 2030, at least 85% of the cars sold in India could be non-BEVs. Any meaningful carbon reduction cannot be achieved if this 85% of the volume is not addressed. The car industry needs more solutions that are scalable and faster for reducing carbon from the entire fleet. In addition to BEVs, the Company will deploy multiple technologies to address the entire fleet.

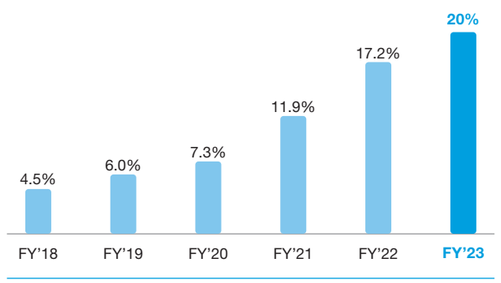
A) Reducing Carbon Footprint by Enhancing Fuel Efficiency of IC Engine Vehicles

The Company, with the support of SMC, has been able to progressively improve fuel efficiency of IC engine vehicles. The K-Series engine is currently offered in multiple configurations across the product line-up.

B) Promoting CNG Powertrain Technology

Besides being low-carbon emission vehicles that incur low running cost, CNG fuel vehicles also help in reducing the country's import bill. This is a win-win situation for the customer, environment, and the government. With the government's increased focus on expanding CNG distribution infrastructure across the country, the demand for CNG vehicles is growing. During the year, CNG offerings were expanded to include products sold through the NEXA sales channel as well. Now, the Company offers CNG options in 14 models.

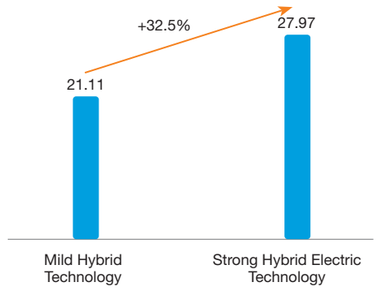
Contribution of CNG Vehicles in Total Domestic Sales (PV+LCV)



C) Deploying Mild and Strong Hybrid Electric Technologies

The Company has been offering mild hybrid electric technology in the XL-6, Ertiga, and Brezza. This year, the Company extended its mild hybrid electric technology to the Grand Vitara. The total share of mild electric hybrid vehicles in overall domestic sales stands at 16.4%. The introduction of Strong Hybrid electric vehicles with first model being Grand Vitara, will significantly help reduce the carbon emission of the conventional ICE vehicle without even the need of charging infrastructure. Strong hybrid electric vehicles are self-charging and have the potential to scale up quickly.

Grand Vitara - steep improvement in Fuel Efficiency (in kmpl) using Strong Hybrid Electric Technology



D) Exploring Biofuels like Bio-CNG, Ethanol, and Flex Fuels

Bio-CNG, Ethanol (E20 or 20% blending of ethanol in gasoline), and Flex Fuel Vehicles (FFV) seem to be other promising options in carbon emission reduction, especially when the country has a good amount of the agricultural biomass required to produce these green fuels, which would also be in the interest of Indian farmers. E20 is already a priority for the government as well. The Company is exploring all these technologies by undertaking a technical and commercial feasibility study to find the best solution for customers. During the year, the Company unveiled India's first flex fuel, mass segment prototype car, the Wagon R FFV. This vehicle will be able to run on an ethanol blend ranging from 20% to 85%. This vehicle is planned to be launched in 2025. Ethanol fuels are biogenic in nature as they are largely manufactured using plant-based sources. Therefore, FFV technology can help reduce carbon emissions by approximately 79% in comparison to vehicles that run on gasoline fuel. In India's context, Compressed bio-CNG (CBG) is another promising solution for carbon reduction that the Company is working upon.

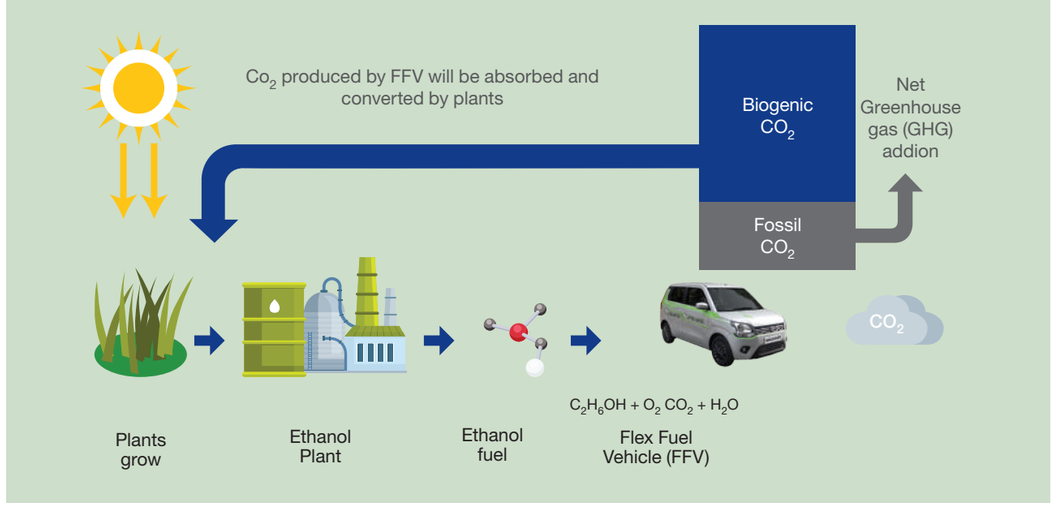




Unveiling of India's first mass segment Flex Fuel prototype car

Maruti Suzuki showcased India's first mass segment flex-fuel prototype vehicle (FFV) compatible with BS6

The ethanol blended fuel used in the car reduces biogenic emissions, which is absorbed back by plants



The company has accelerated its efforts on carbon reduction technologies as seen in the table below.

	New Generation K-series Engine	S-CNG Technology	Mild Hybrid Technology	Strong Hybrid Electric Vehicle Technology	ICE Compatibility with E20 fuel	Booster Jet Turbo Engine	Flex Fuel Vehicle	Electric Vehicle
2021-22	★	★	★					
2022-23	★	★	★	★	★	★	(Prototype Developed) - Launch by 2025	(eVX prototype unveiled in Auto Expo 23).

★ Refers to the technology available in the products during the particular year

4. Rohtak R&D Center

The dynamic and evolving regulatory environment demands the capacity and capability to simultaneously meet the emerging needs of the market and regulatory requirements. The Company is working to meet ever-evolving regulatory requirements for its products, primarily around emissions and safety. The state-of-the art R&D test track and testing facilities at Rohtak enable the quick evaluation and development of products.

Supply Chain Management

The supply chain for car manufacturing is quite complex and spread geographically with significant interlinkages. In last few years, pandemic-led disruptions stressed these supply chains. While the disruptions due to pandemic have eased, there remains concern and uncertainty over shortages of electronic components due to semi-conductor shortages. Actions such as sourcing from alternate suppliers and alternate manufacturing locations, meticulous planning, continuous engagement with Tier-1 suppliers including their semi-conductor suppliers and optimising the usage of semi-conductors, have helped to maximise component availability. During the year, the Company registered its highest-ever production volume (including the production volume at Suzuki Motor Gujarat). However, the challenge of semi-conductor availability remains. The Company is taking appropriate mitigation measures to ensure continuity of production and to maximise the production volumes in FY 2023-24.

The Company's marquee product, the Grand Vitara, is being manufactured by an OEM in Southern India. In order to keep suppliers, especially of bulky components, closer to the OEM plant, the Company developed a supplier ecosystem in Southern India.

Cost Optimisation

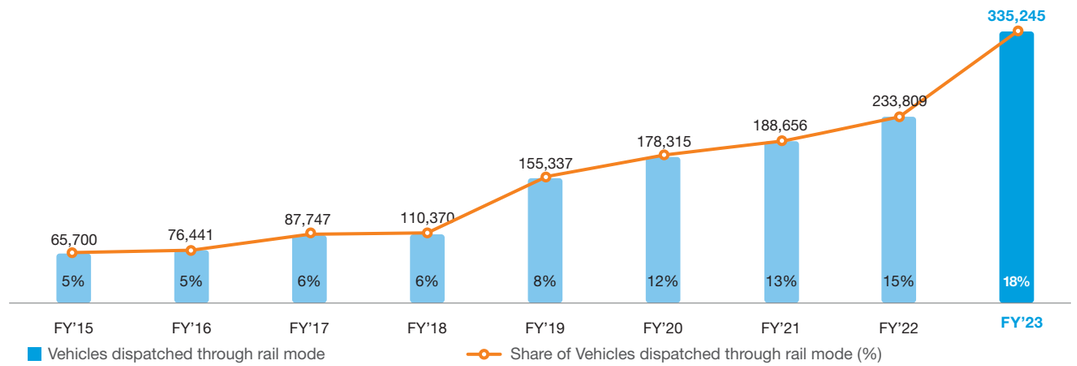
During the year, the Company experienced cost pressure on account of inflation in various cost elements and also due to new regulations. To offset these cost pressures to certain extent, the company undertook several initiatives. These include localisation of direct and indirect imports, value engineering and analysis, yield improvement, energy efficiency improvement and tighter control on overheads. The Company continues to collaborate with the supplier partners in various cost down and efficiency improvement activities.

The Company was able to achieve significant amount of cost savings because of the suggestion scheme through which the employees contribute to idea generation and its implementation. During the year, the Company achieved highest ever cost savings of ₹4,987 million on account of such efforts.

Logistics

Regarding outbound logistics, the Company is making constant progress in increasing rail-mode dispatches, with Co_2 emissions reduction as one of its objectives. In the year 2022-23, the Company dispatched 335,245 vehicles through rail-mode, the highest ever in a year, with a growth of about 43% over 2021-22. In the last nine years, rail-mode dispatches have resulted in the cumulative avoidance of over 6,700 MT of Co_2 emissions. The Company is implementing railway siding projects for the production facilities in Manesar and Gujarat. The railway siding project in Gujarat, once fully operational, will support dispatches of approximately 300,000 vehicles via rail-mode, avoiding approximately 50,000 truck trips and about 1,650 MT of Co_2 emissions every year. Besides vehicle dispatches, the Company is using primarily the rail-mode for transporting imported and export-destined components and materials between ports and plants.

Vehicles Dispatched through Rail-Mode (No.)



The Company engaged with its driver partners by organising various training sessions focused on the driver safety, health, and well-being. During the year, more than 160,000 drivers and co-drivers participated in such trainings in online and offline sessions.

Financial Performance

The Company registered Net Sales of ₹ 1,125,008 million and Profit after Tax of ₹ 80,492 million, a growth of 113.7% over the previous year.

Abridged profit and loss account for 2022-23 (₹ million)

	Parameters	2022-23	2021-22	Change
1	Volumes (Nos.)			
	Domestic	1,706,831	1,414,277	
	Export	259,333	238,376	
	Total	1,966,164	1,652,653	19.0%
2	Vehicles	983,198	737,912	
3	Spare parts/ dies & moulds/ components	141,810	100,069	
4	Net sales (2+3)	1,125,008	837,981	
5	Other operating revenue	50,221	44,975	
6	Other income	21,613	17,935	
7	Total revenue (4+5+6)	1,196,842	900,891	32.9%
8	Consumption of raw materials, components & traded goods	861,062	658,928	
9	Employee benefit expenses	46,051	40,222	
10	Finance Costs	1,866	1,259	
11	Depreciation and amortization	28,233	27,865	
12	Other expenses	158,039	126,794	
13	Total expenses	1,095,251	855,068	28.1%
14	Profit before tax (7-13)	101,591	45,823	121.7%
15	Current tax	22,475	14,301	
16	Deferred tax	(1,376)	(6,141)	
17	Profit after tax (14-15-16)	80,492	37,663	113.7%

Table 2: Financial Performance – Ratios (As a Percentage of Net Sales)

Parameters	2022-23	2021-22	Change (%)
Material cost	76.5%	78.6%	(2.1)
Employee benefit expenses	4.1%	4.8%	(0.7)
Depreciation and amortization	2.5%	3.3%	(0.8)
Other expenses	14.0%	15.1%	(1.1)
Profit before tax	9.0%	5.5%	3.5
Profit after tax	7.2%	4.5%	2.7

Parameters	FY23	FY22	Change	Remarks where change more than 25%
(i) Debtors Turnover (No of Times)	42	51	-18%	
(ii) Inventory Turnover (No of Times)	29	26	12%	
(iii) Interest Coverage Ratio	315	389	-19%	
(iv) Current Ratio	0.6	1.0	-40%	In FY 2021-22, the Company invested its cash surplus both in short-term and the long-term debt mutual funds. However, in FY 2022-23, the Company invested its cash surplus only towards long term debt mutual funds, this resulted in lower current assets.
(v) Debt Equity Ratio	0.020	0.006	233%	Increase in short-term borrowing for meeting working capital requirement.
(vi) Operating Profit Margin (%)	7.3%	3.5%	109%	Mainly due to higher sales volumes, and favourable forex movement in FY 2022-23
(vii) Net Profit Margin (%)	7.2%	4.5%	60%	
(viii) Return on Net Worth	14.1%	7.2%	96%	

Treasury Operations

The Company has efficiently managed its surplus funds through prudent and cautious treasury operations. The guiding principle of the company's treasury investments is to keep safety and liquidity of investment over and above returns. In view of this, the Company invested its surplus funds in debt schemes of mutual funds and fixed deposits with banks. This has enabled the company to earn reasonable and stable returns.

Table 3 lists the investment of surplus funds while Table 4 lists the return on these surplus funds.

Table 3: Investment of surplus funds (₹ million)

Parameters	31-03-23	31-03-22
Debt Mutual Fund	458,525	390,543
Fixed Deposits	-	30,000
Total	**458,525**	**420,543**

Table 4: Income from investment of surplus fund (₹ million)

Parameters	31-03-23	31-03-22
Interest on fixed deposits	1,459	1,282
Income from investment in debt mutual funds	19,088	15,671
Total	**20,547**	**16,953**

Foreign exchange risk management

The Company is exposed to the risks associated with fluctuations in foreign exchange rates mainly on import of components, raw materials and export of vehicles. The Company has a well-structured exchange risk management policy. The Company manages its exchange risk by using appropriate hedge instruments judiciously depending on market conditions and the view on currency.

Internal controls and adequacy

The Company has a proper and adequate system of internal control to ensure that all assets are safeguarded and protected against loss from unauthorized use or disposition, and that all transactions are authorized, recorded and reported correctly. The internal control system is designed to ensure that financial and other records are reliable for preparing financial information and other data, and for maintaining accountability of assets. The internal control system is supplemented by an extensive program of internal audits, reviews by management, and documented policies, guidelines and procedures.

Risk Management

Ensuring Continuity in Component Supplies

During the year, the Company faced supply issues mainly because of shortages of electronic components. Through meticulous advance planning, maintaining constant communication with the top management of suppliers, developing alternate sources, and optimising the usage of semiconductors in electronic components, the Company is working to limit the impact of these shortages.

The Company is also working on an ongoing programme called the Vendor Comprehensive Excellence Programme to improve the capability of suppliers in various business functions, including risk management. A few areas covered under the comprehensive supplier assessment are fire safety, industrial relations management, quality improvement, financial prudence, water logging, succession planning, and minimising single-location supply dependence. The Company's strong focus on the localisation of components is also a part of its risk mitigation strategy.

Strengthening the Capacity and Capability for Future Product Development

Driven by a) new model launches, b) product refreshers, c) offering several advanced technology-based solutions to enhance safety, comfort, and convenience and d) carrying out several regulatory requirements on a wider product portfolio with multiple powertrain options, the demand increased not only for capacity of resources, such as human resource and testing facilities, but also for acquiring the appropriate capabilities to carry out the necessary development work. The Company is working towards enhancing the skills of its engineering human resources and is also implementing a multitude of measures to motivate and retain the talent.

Cyber Security

Over the past several years, the Company has made conscious and concerted efforts towards countering the threat of cyber security to its business. The Company has put in place a robust cybersecurity management framework. Measures such as educating the employees to reinforce and increase their awareness of phishing attacks and proactive monitoring through appropriate technology interventions are being undertaken to continuously enhance the security of the information assets and ensure business continuity.

For more information on Risk Management, refer to page 79 of the Integrated Report.

Outlook

Automobile demand has a high correlation with economic growth. Various predictions about the economic growth of India in FY2023-24 hint at slowing momentum. Besides, we have to be mindful of the lag effect of repo rate hike on consumption in general and automobile demand in particular. As the rural economy is dependent on monsoon to a great extent, any negative deviation from normal rainfall may not augur well for automobile demand. The pent-up demand which drove industry growth in FY2022-23 seems to be tapering down. Overall, the passenger vehicle industry is expected to grow in FY 2023-24 albeit at a slower pace compared with that in FY2022-23. Any softening in interest rates, inflation and fuel prices, normal monsoon, normalisation of geopolitical situation etc. may improve the prospects of the passenger vehicle industry.

With the recent product launches and new-age technology offerings, the Company has strengthened its competitive position. This would increase the Company's ability to attract and cater to a larger customer base particularly in the SUV segment. Accordingly, the Company is better placed to achieve growth higher than the average industry growth, thus leading to an increase in market share. Semi-conductor availability, which still remains uncertain, will play a crucial role in achieving business goals.

The company is optimistic of long-term growth potential of Indian passenger vehicle industry. For its parent, Suzuki Motor Corporation (SMC), the Company is an important subsidiary. Therefore, SMC is making all efforts to strengthen the future competitiveness of the Company. Recently, SMC, unveiled growth strategy for the entire Suzuki group wherein it has committed huge investment towards decarbonization efforts that include fortifying Maruti Suzuki's electric vehicle line-up while simultaneously working on other carbon reduction powertrain technologies such as hybrid-electric, flex-fuel technology, Compressed bio-gas (CBG) and CNG. It has also expressed ambition to regain 50% market share in Indian passenger vehicle industry along with initiatives to achieve this ambition.

Business Responsibility & Sustainability Reporting

I. Details of the listed entity

Sr. No.	Particulars	Details
1.	Corporate Identity Number (CIN) of the Listed Entity	L34103DL1981PLC011375
2.	Name of the Listed Entity	Maruti Suzuki India Limited
3.	Year of incorporation	1981
4.	Registered office address	1, Nelson Mandela Road, Vasant Kunj, New Delhi-110070
5.	Corporate address	1, Nelson Mandela Road, Vasant Kunj, New Delhi-110070
6.	Email	investor@maruti.co.in
7.	Telephone	011-46781000
8.	Website	http://www.marutisuzuki.com/
9.	Financial year reported	01/04/2022 to 31/03/2023
	Previous financial year	01/04/2021 to 31/03/2022
	Prior to previous financial year	01/04/2020 to 31/03/2021
10.	Name of the Stock Exchange(s) where shares are listed	1) Bombay Stock Exchange Ltd. (BSE) 2) National Stock Exchange of India Ltd. (NSE)
11.	Paid-up capital	₹ 1,510 million
12.	Name and contact details (telephone, e-mail address) of the person who may be contacted in case of any queries on the BRSR report	Name- Mr. Ranjit Singh Contact- 011-46781000 Email – ranjit.s@maruti.co.in
13.	Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e., only for the entity) or on a consolidated basis (i.e., for the entity and all the entities which form a part of its consolidated financial statements, taken together).	Standalone basis

II. Products/services

14. Details of business activities (accounting for 90% of the turnover):

Sr. no.	Description of main activity	Description of business activity	Percentage of turnover of the entity
1	Manufacturing of motor vehicles	The Company is engaged in the business of manufacturing and sale of passenger and commercial vehicles. The Company's vehicles are offered through three channels: NEXA, Arena and Commercial.	83.66%
2	Sale of motor vehicles parts and accessories	The Company also sells aftermarket parts and accessories under the brand name of Maruti Suzuki Genuine Parts and Maruti Suzuki Genuine Accessories.	12.07%

15. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

Sr. no.	Product/Service	NIC code	Percentage of turnover of the entity
1	Manufacturing of motor vehicles	2910	83.66%
2	Sale of motor vehicles parts and accessories	4530	12.07%

III. Operations

16. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices & others	Total
National	2	88	90
International	Nil	Nil	Nil

17. Markets served by the entity:

a. Number of locations

Locations	Locations
National (No. of States)	Pan-India
International (No. of Countries)	Exports to nearly 100 countries

b. What is the contribution of exports as a percentage of the total turnover of the entity?

12.61%

c. A brief on types of customers

Maruti Suzuki India Limited, India's largest passenger vehicle manufacturer, caters to diverse range of customer preferences. The customers include individuals, government and corporate employees, fleet owners, defence agencies, NRIs etc.

IV. Employees

18. Details as at the end of Financial Year:

a. Employees and workers (including differently abled):

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	Employees					
1	Permanent (D)	11,204	10,599	94.60%	605	5.40%
2	Other than permanent (E)	900	892	99.11%	8	0.89%
3	Total employees (D + E)	12,104	11,491	94.94%	613	5.06%
	Workers					
4	Permanent (F)	5,671	5,660	99.80%	11	0.20%
5	Other than permanent (G)	13,574	13,574	100%	Nil	0%
6	Total workers (F + G)	19,245	19,234	99.95%	11	0.05%

b. Differently abled employees and workers:

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	Differently abled employees					
1	Permanent (D)	19	19	100%	Nil	0%
2	Other than permanent (E)	0	0	NA	Nil	NA
3	Total employees (D + E)	19	19	100%	Nil	0%
	Differently abled workers					
4	Permanent (F)	Nil	Nil	NA	Nil	NA
5	Other than permanent (G)	2	2	100%	Nil	0%
6	Total workers (F + G)	2	2	100%	Nil	0%

19. Participation/ Inclusion/ Representation of women:

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	12	1	8.33%
Key Management Personnel	3	Nil	0%

20. Turnover rate for permanent employees and workers:

	Turnover rate of current FY 2022-23			Turnover rate of previous FY 2021-22			Turnover rate of the year prior to the previous FY 2020-21		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	7.06%	14.52%	7.46%	6.98%	11.15%	7.21%	3.76%	7.75%	3.99%
Permanent Workers	0.30%	8.33%	0.31%	0.38%	0%	0.38%	0.35%	7.41%	0.37%

V. Holding, Subsidiary and Associate Companies (including joint ventures)

21. (a) Names of holding/ subsidiary/ associate companies/ joint ventures

S. No.	Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether holding/ subsidiary/ associate/ joint venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)

For the list of holding/ subsidiary/ associate companies/ joint ventures, refer to Notes to the Consolidated Financial Statement of the Annual Integrated Report FY 2022-23 on page 350. For the current financial year, the Company has reported on standalone basis, hence the report does not include Business Responsibility initiatives of the related entities.

VI. CSR Details

22. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: Yes

(ii) Turnover (in ₹): 1,175,229 million

(iii) Net worth (in ₹): 603,820 million

VII. Transparency and Disclosures Compliances

23. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If yes, then provide weblink for grievance redress policy)	FY 2022-23			FY 2021-22		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaint filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes (Regular interactions with the communities through field visits, group meetings/events etc.)	16	Nil	NA	7	Nil	NA
Investors (Other than shareholders)	NA (The Company does not have investors other than shareholders)	NA	NA	NA	NA	NA	NA
Shareholders	Yes https://www.marutisuzuki.com/corporate/investors	15	Nil	NA	11	Nil	NA
Employees and workers	Yes https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/Whistle_Blower_Policy.pdf	20	9	Addressal of pending complaints is in progress	22	Nil	NA
Customers	Yes https://www.marutisuzuki.com/corporate/reach-us	27,105*	564	Primarily the open complaints are for delayed delivery	22,486*	303	-
Value Chain Partners	The Company receives suggestion from its dealers and suppliers through various periodic conferences, events and trainings.	Nil	Nil	NA	Nil	Nil	NA
Others (Please specify)	NA	NA	NA	NA	NA	NA	NA

* The complaints are related to sales and service issues, received through centralised customer complaint management system

24. Overview of the entity's material responsible business conduct issues Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)

Please refer to Material Topics under Value Creation Approach section of the Annual Integrated Report FY 2022-23 on page 73.

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

P1- Businesses should conduct and govern themselves with integrity and in a manner that is ethical, transparent and accountable

P2- Businesses should provide goods and services in a manner that is sustainable and safe

P3- Businesses should respect and promote the well-being of all employees, including those in their value chains

P4- Businesses should respect the interests of and be responsive to all its stakeholders

P5- Businesses should respect and promote human rights

P6- Businesses should respect and make efforts to restore and protect the environment

P7- Businesses when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

P8- Businesses should promote inclusive growth and equitable development

P9- Businesses should engage with and provide value to their consumers in a responsible manner

Disclosure Question	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes									
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
b. Has the policy been approved by the Board? (Yes/No)	The Company's policies have been approved by the Board and/ or the Managing Director.								
c. Web Link of the Policies, if available	The Company's policies are available on its website www.marutisuzuki.com and/or internal portal.								
2. Whether the entity has translated the policy into procedures. (Yes / No)	Yes	Yes	Yes	Yes	Yes	Yes	NA	Yes	Yes
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes	Yes	Yes	No	Yes	Yes	NA	No	Yes
4. Name of the national and international codes/ certifications/labels/ standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle	The policies conform to standards such as ISO 9001, ISO 14001, ISO 45001, ISO 27001, UNGC guidelines, ILO principles, GRI standards and National Guidelines for Responsible Business Conduct, among others.								
5. Specific commitments, goals and targets set by the entity with defined timelines, if any	The Company has set internal targets against the principles.								
6. Performance of the entity against the specific commitments, goals, and targets along-with reasons in case the same are not met.	The Company periodically reviews performance against its internal targets and implements corrective actions wherever required.								

Governance, leadership, and oversight

7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets, and achievements (listed entity has flexibility regarding the placement of this disclosure)

MSIL worked along with various stakeholders for the growth of the automobile industry in India during its over 40 years of journey. The Company believes in progress through partnerships and delivers products and services to meet changing needs and aspirations of customers. As a responsible organisation, the Company remains sensitive to the environmental and social impacts of its operations, products, and services and undertakes initiatives to minimise them.

The Company ensures that it complies with all applicable statutory compliance requirements and maintains oversight of key issues/areas through a variety of governance mechanisms in every element of its operations.

MSIL put in a lot of effort to promote people development initiatives internally and for the larger community. For the benefit of the workforce, MSIL has always provided a safe and healthy work environment along with equal opportunities for skill and knowledge enhancement. The Company undertook several social initiatives and projects for the growth of the local communities, offering healthcare, education, and skill development in addition to promoting road safety.

The Company has been making long-term efforts to reduce its carbon footprint and boost the use of renewable energy in operations, focusing on resource efficiency, waste reduction, and waste management. The company continues its ongoing focus on multiple powertrain technologies to cut carbon emissions.

8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).

Mr. Hisashi Takeuchi, Managing Director and CEO (DIN: 07806180)

9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.

Mr. Kenichiro Toyofuku, Executive Director (DIN: 08619076). The Board Committees oversee areas as defined in their terms of reference. The Audit Committee reviews functioning of the whistle blower mechanism, prevention of fraud etc., the CSR Committee ensures effective implementation of CSR projects for communities and the Risk Management Committee oversees formulation of the Risk Management Policy covering ESG related risks.

10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action.	The Company's overall performance, including sustainability areas, is communicated to the directors/ management periodically through monthly Business Review Meetings.																	
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	The Company complies with all applicable statutory requirements.																	

11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.

P1	P2	P3	P4	P5	P6	P7	P8	P9

Yes, the Company periodically onboards independent third-party agencies to assure, assess or verify the effectiveness of its policies and procedures. Financial statements of the company have been assured by Deloitte Haskins & Sells LLP. Whereas some of the key non-financial disclosures have been independently verified by DNV. The Company further engages other reputed agencies to verify the working of its Environment Management System, Health & Safety Management System, Information Security Management System etc.

12. If answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated:

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the Principles material to its business (Yes/No)	NA	NA	NA	NA	NA	NA	No	NA	NA
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)	NA	NA	NA	NA	NA	NA	No	NA	NA
The entity does not have the financial or/human and technical resources available for the task (Yes/No)	NA	NA	NA	NA	NA	NA	No	NA	NA
It is planned to be done in the next financial year (Yes/No)	NA	NA	NA	NA	NA	NA	No	NA	NA
Any other reason (please specify)	NA	NA	NA	NA	NA	NA	Yes*	NA	NA

* The Company does not have a standalone advocacy policy. For advocacy on policies related to the automobile industry, the Company engages with Industry Associations.

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 1
Businesses should conduct and govern themselves with integrity, and in a manner that is ethical, transparent, and accountable.

Essential Indicators

1. Percentage coverage by training and awareness programmes on any of the principles during the financial year:

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	Percentage of persons in respective category covered by the awareness programmes
Board of Directors	2	During the year, an awareness session on the NGRBC principles has been attended by the three Directors. Further, the Executive Directors and KPMs are trained on COBCE.	33.33%
Key Managerial Personnel	2		100%
Employees other than BoD and KMPs*	6	The employees are provided training on Code of Business Conduct & Ethics (COBCE), Prevention of Sexual Harassment (POSH), Health and Safety, COVID safety, Fraud Risk Management Framework and Information Security	99.80%
Workers*	5	1) Health & safety 2) Out Bound Training (OBT) 3) ISO 4) Information security 5) Corporate induction	99.98%

*For permanent employees and workers

2. Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):

Monetary

	NGRBC principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine	Nil	Nil	Nil	Nil	NA
Settlement	Nil	Nil	Nil	Nil	NA
Compounding fee	Nil	Nil	Nil	Nil	NA

Non-monetary

	NGRBC principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment	Nil	Nil	Nil	Nil	NA
Punishment	Nil	Nil	Nil	Nil	NA

3. Of the instances disclosed in Question 2 above, details of the appeal/ revision preferred in cases where monetary or non-monetary action has been appealed:

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
NA	NA

4. **Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.**
Yes, the Company has in place a Code of Business Conduct and Ethics (COBCE) which states the Company's commitment against bribery and corruption. The Code is available at the Company's intranet. The Company also has a Corporate Gifting Policy and Code of Business Conduct for Senior Management which covers aspects of anti-corruption or anti-bribery.

https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/MSIL_Code_of_Conduct.pdf

https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/Corporate-Gifting-Policy.pdf

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

	FY 2022-23	FY 2021-22
Directors	Nil	Nil
KMPs	Nil	Nil
Employees	Nil	Nil
Workers	Nil	Nil

6. Details of complaints with regard to conflict of interest:

	FY 2022-23		FY 2021-22	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil	NA	Nil	NA
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	Nil	NA	Nil	NA

7. **Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.**
Not applicable. There were no instances of fines/penalties/action taken by regulators/law enforcement agencies/judicial institutions during the reporting year.

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the principles during the financial year

Total number of awareness programmes held	Topics / principles covered under the training	Percentage of value chain partners covered (by value of business done with such partners) under the awareness programmes
658	For suppliers • Carbon neutrality and energy optimisation • Quality Communication meet • Quality improvement/ rejection reduction • Workplace and fire safety • Road safety • MSSWA overall improvement sessions • Human resource sessions • Employee self/ non-technical/ behavioural/soft skill development • Prevention of sexual harassment • Process/ productivity improvement For service centres • Work safety and PPEs • Health management • Posture maintenance	100%

2. **Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/No) If Yes, provide details of the same.**
Yes, the Company has enacted applicable processes as per the provisions of the Companies Act. It has laid down a Code of Conduct for Business Ethics for Senior Management which states the processes to avoid/ manage conflict of interest.

PRINCIPLE 2
Businesses should provide goods and services in a manner that is sustainable and safe.

Essential Indicators

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.

	FY 2022-23	FY 2021-22	Details of improvements in environmental and social impacts
R&D	The R&D investments of the Company are directed towards improving environmental and social performance of the products. For example, safety of products, resource optimization, customer satisfaction, etc. It will be reporting this information in the coming years.		
Capex	The Company makes capital investments in the areas of social and environmental impact improvements. However, it is in the process of developing a mechanism to track such investments. Therefore, it will be reporting this information in the coming years.		

2. *a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)*
Yes

b. If yes, what percentage of inputs were sourced sustainably?
100%. All our suppliers are guided by the Company's Basic Purchase Agreement and Green Procurement Guidelines.

3. **Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste:**
The Company has ventured into End-of-Life Vehicle (ELV) recycling by forming a joint venture with Toyota Tsusho Group called Maruti Suzuki Toyotsu India Private Limited (MSTI) to set up an ELV dismantling and recycling unit in Noida, Uttar Pradesh. For more details, refer to End-of-Life Vehicle Management section of the Annual Integrated Report FY 2022-23 on page 100.

4. **Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**
Yes, EPR is applicable. The company is registered as a brand owner under The Plastic Waste Management & Handling Rules, 2016 and the waste collection plan is in line with the EPR plan submitted to CPCB.

Leadership Indicators:

1. **Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).**
Please refer to Operational Eco-efficiency section of the Annual Integrated Report FY 2022-23 on page 122.

PRINCIPLE 3
Businesses should respect and promote the well-being of all employees, including those in their value chains.

Essential Indicators:

1. *a. Details of measures for the well-being of employees:*

Category	Total (A)	Percentage of employees covered by: Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day-care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent employees											
Male	10,599	10,599	100%	10,599	100%	NA	NA	Nil	0%	Nil	0%
Female	605	605	100%	605	100%	605	100%	NA	NA	605	100%
Total	**11,204**	**11,204**	**100%**	**11,204**	**100%**	**605**	**5.40%**	**Nil**	**0%**	**605**	**5.40%**
Other than permanent employees											
Male	892	892	100%	892	100%	NA	NA	Nil	0%	Nil	0%
Female	8	8	100%	8	100%	8	100%	NA	NA	8	100%
Total	**900**	**900**	**100%**	**900**	**100%**	**8**	**0.89%**	**Nil**	**0%**	**8**	**0.89%**

b. Details of measures for the well-being of workers:

Category	Total (A)	Percentage of workers covered by: Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day-care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent workers											
Male	5,660	5,660	100%	5,660	100%	NA	NA	Nil	0%	Nil	0%
Female	11	11	100%	11	100%	11	100%	NA	NA	11	100%
Total	**5,671**	**5,671**	**100%**	**5,671**	**100%**	**11**	**0.19%**	**Nil**	**0%**	**11**	**0.19%**
Other than permanent workers											
Male	13,574	13,574	100%	13,574	100%	NA	NA	Nil	0%	Nil	0%
Female	Nil	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Total	**13,574**	**13,574**	**100%**	**13,574**	**100%**	**NA**	**NA**	**Nil**	**0%**	**NA**	**0%**

2. Details of retirement benefits, for Current FY and Previous Financial Year

	FY 2022-23			FY 2021-22		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a percentage of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Y	100%	100%	Y
Gratuity	100%	100%	Y	100%	100%	Y
ESI*	100%	100%	Y	100%	100%	Y
Others – please specify	NA	NA	NA	NA	NA	NA

*Provided to all the eligible employees and workers.

3. **Accessibility of workplaces: Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.**
The Company is an equal opportunity employer and wherever the employment of disabled people is feasible, the Company aims to make necessary arrangements for their accessibility. In case of areas where accessibility is a challenge, the Company is working on implementing such provisions.

4. **Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.**
The Company's Code of Business Conduct and Ethics and Code of Business Conduct and Ethics for Senior Management covers its commitment to provide equal employment opportunity and assures that there shall be no discrimination or harassment against an employee or applicant on the grounds of race, colour, religion, sex, age, marital status, disability, national origin, or any other factor made unlawful by applicable laws and regulations.

https://marutistoragenew.blob.core.windows.net/msilintiwebpdf/MSIL_Code_of_Conduct.pdf

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	NA	NA	NA	NA
Female	100%	91.67%	NA*	NA*
Total	100%	91.67%	NA	NA

*None of the female permanent workers availed maternity leave

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.

Category	Yes/No (If Yes, then give details of the mechanism in brief)
Permanent Workers Other than Permanent Workers Permanent Employees Other than Permanent Employees	• The Company has a Whistle Blower policy in place to report any malpractices and unethical events. • For reporting concerns related to sexual harassment, there is an internal committee for receiving, investigating and resolving such complaints in a timebound manner. • Any violations of the COBCE can be reported to Complaints Committee. • For workers, the Company has dedicated grievance redressal help desk.

7. Membership of employees and worker in association(s) or unions recognised by the listed entity:

Category	FY 2022-23: Total employees / workers in respective category (A)	FY 2022-23: No. of employees / workers in respective category, who are part of association(s) or Union (B)	FY 2022-23: % (B / A)	FY 2021-22: Total employees / workers in respective category (C)	FY 2021-22: No. of employees / workers in respective category, who are part of association(s) or Union (D)	FY 2021-22: % (D / C)
Total permanent employees*						
Male	10,599	NA	NA	9,922	NA	NA
Female	605	NA	NA	566	NA	NA
Total permanent workers						
Male	5,660	5528	97.67%	5,758	5,617	97.55%
Female	11	11	100%	13	13	100%

*Permanent employees are not part of any association(s) or unions

8. Details of training given to employees and workers:

Category	FY 2022-23					FY 2021-22				
	Total (A)	On health and safety measures		On skill upgradation		Total (D)	On health and safety measures		On skill upgradation	
		No.(B)	% (B/A)	No.(C)	% (C/A)		No.(E)	% (E/D)	No.(F)	% (F/D)
Employees*										
Male	10,599	10,481	98.89%	10,579	99.81%	9,922	9,876	99.54%	9,896	99.73%
Female	605	592	97.85%	605	100%	566	561	99.12%	565	99.82%
Total	**11,204**	**11,073**	**98.83%**	**11,184**	**99.82%**	**10,488**	**10,437**	**99.51%**	**10,461**	**99.74%**
Workers*										
Male	5,660	5,659	99.98%	2,848	50.31%	5,758	5,716	99.27%	2,109	36.62%
Female	11	11	100%	11	100%	13	13	100%	5	38.46%
Total	**5,671**	**5,670**	**99.98%**	**2,859**	**50.41%**	**5,771**	**5,729**	**99.27%**	**2,114**	**36.63%**

* For permanent employees and workers.

9. Details of performance and career development reviews of employees and worker:

Category	FY 2022-23			FY 2021-22		
	Total (A)	No.(B)	% (B/A)	Total (C)	No.(D)	% (D/C)
Employees*						
Male	10,599	10,599	100%	9,922	9,922	100%
Female	605	605	100%	566	566	100%
Total	**11,204**	**11,204**	**100%**	**10,488**	**10,488**	**100%**
Workers*						
Male	5,660	5,660	100%	5,758	5,758	100%
Female	11	11	100%	13	13	100%
Total	**5,671**	**5,671**	**100%**	**5,771**	**5,771**	**100%**

*For permanent employees and workers.

10. Health and safety management system:

a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?

Yes. The Occupational Health and Safety Management System (OHSMS), in line with the requirements of ISO 45001, has been implemented at Company's manufacturing facilities, R&D Centre, Head Office, Zonal Offices, Regional Offices, Stockyards, Ports and Regional Parts Distribution Centres.

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

Identification, assessment, elimination and control of hazards in the workplace are critical components of OHSMS. The Company follows a comprehensive set of Hazard Identification and Risk Assessment (HIRA) guidelines, which are aligned to ISO 45001 as well as applicable legal requirements. For non-routine activities, KY (Kiken Yochi) is used to determine hazards and identify control measures before start of activities. Further, KY process is also carried on scheduled interval at shop floors where employees spend time to identify hazards and control measures at their workstations.

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)

Yes. The Company encourages its workers to report any safety hazards and near misses to minimize the occurrence of any incident and take corrective action.

d. Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)

Yes. The Company has Occupational Health Centres across all its manufacturing and R&D facilities. Further, the Company offers life insurance, healthcare and disability coverage as employee benefits.

11. Details of safety related incidents, in the following format:

Safety Incident/Number	Category	FY 2022-23	FY 2021-22
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	Nil	Nil
	Workers	0.051	0.076
Total recordable work-related injuries	Employees	Nil	1
	Workers	4	5
No. of fatalities	Employees	Nil	Nil
	Workers	2*	1*
High consequence work-related injury or ill-health (excluding fatalities)	Employees	Nil	Nil
	Workers	Nil	Nil

*Third-party contractual manpower

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

The following steps have been taken by the Company to ensure a safe and healthy workplace:

1. Hazard identification
2. Mandatory trainings
3. Work-specific instructions
4. Audits/Inspections
5. Standardization of processes
6. Incident reporting
7. Work permit system
8. Healthcare facilities and periodic check-ups

For further details, please refer to Occupational Health & Safety section of the Annual Integrated Report FY 2022-23 on page 112.

13. Number of Complaints on the following made by employees and workers:

Safety Incident/Number	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	Nil*	NA	NA
Health & Safety	Nil*	NA	NA

*The Company receives improvement ideas through its suggestion scheme and accordingly implements required corrective actions.

14. Assessments for the year:

Category	Percentage of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices*	100%
Working Conditions*	100%

*Factory locations including Head office

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.

The following steps have been taken to prevent safety-related incidents and significant risks:

1. Development and implementation of HIRA procedure
2. Development of Management of Change procedure
3. Development of shop specific training module content for hazards and controls and mandatory safety training module

4. Independent third-party audits of all plant locations
5. Revamped work permit system and compliance of work permit system
6. Checklist based audits
7. Development of safety rules for various activities, safety alerts, visual displays, stickers etc.
8. Improved suggestion and feedback processes
9. Use of digital technology for monitoring of audit findings, incident countermeasure etc.

Leadership Indicators:

1. **Does the entity extend any life insurance or any compensatory package in the event of death of**
   a. Employees - Yes
   b. Workers - Yes

2. **Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.**
   The Company has an electronic legal compliance system to monitor labour related statutory provisions compliance. Its value chain partners declare the same monthly.

3. **Provide the number of employees / workers having suffered high consequence work related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:**

	Total no. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 22-23	FY 21-22	FY 22-23	FY 21-22
Employees	Nil	Nil	NA	NA
Workers	2	1	Nil*	Nil*

* The Company and the direct employer (contractor) provided adequate financial compensation to the families.

4. **Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)**
   Yes, the Company has defined a superannuation fund for postemployment benefits, which is recognised by the income tax authorities. This fund is administered through a trust set up by the Company. The Company also maintains an insurance policy to fund post-employment medical assistance scheme.

PRINCIPLE 4
Businesses should respect the interests of and be responsive to all its stakeholders.

Essential Indicators:

1. **Describe the processes for identifying key stakeholder groups of the entity.**
   The Company considers the following groups as its stakeholders:

   - Stakeholders who are dependent on the Company's activities, products or services and on whom the Company is dependent for its operations
   - Stakeholders towards whom the Company has legal, commercial and moral responsibilities
   - Stakeholders who can impact the Company's decision-making ability

2. **List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.**

Stakeholder group	Whether identified as vulnerable & marginalized group (Yes/No)	Channels of communication (Email, SMS, newspaper, pamphlets, advertisement, community meetings, notice board, website), other	Frequency of engagement (annually/ half yearly/ quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Please refer to Stakeholder Engagement section of the Annual Integrated Report FY 2022-23 on page 70.				

Leadership Indicators:

1. **Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.**
   Please refer to Material Topics section of the Annual Integrated Report FY 2022-23 on page 73.

PRINCIPLE 5
Businesses should respect and promote human rights.

Essential Indicators:

1. **Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:**

Category	FY 2022-23			FY 2021-22		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees/ workers covered (C)	% (C/A)
Employees						
Permanent	11,204	11,073	98.83%	10,488	10,459	99.72%
Other than permanent	900	104	11.56%	820	95	11.59%
Total	**12,104**	**11,177**	**92.34%**	**11,308**	**10,554**	**93.33%**
Workers						
Permanent	5,671	5,670	99.98%	5,771	5,729	99.27%
Other than permanent	13,574	13,295	97.94%	15,506	15,390	99.25%
Total	**19,245**	**18,965**	**98.55%**	**21,277**	**21,119**	**99.26%**

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2022-23					FY 2021-22				
	Total (A)	Equal to minimum wage		More than minimum wage		Total (D)	Equal to minimum wage		More than minimum wage	
		No.(B)	% (B/A)	No.(C)	% (C/A)		No.(E)	% (E/D)	No.(F)	% (F/D)
Permanent employees										
Male	10,599	Nil	0%	10,599	100%	9,922	Nil	0%	9,922	100%
Female	605	Nil	0%	605	100%	566	Nil	0%	566	100%
Other than permanent employees										
Male	892	Nil	0%	892	100%	810	Nil	0%	810	100%
Female	8	Nil	0%	8	100%	10	Nil	0%	10	100%

Category	FY 2022-23					FY 2021-22				
	Total (A)	Equal to minimum wage		More than minimum wage		Total (D)	Equal to minimum wage		More than minimum wage	
		No.(B)	% (B/A)	No.(C)	% (C/A)		No.(E)	% (E/D)	No.(F)	% (F/D)
Permanent workers										
Male	5,660	Nil	0%	5,660	100%	5,758	Nil	0%	5,758	100%
Female	11	Nil	0%	11	100%	13	Nil	0%	13	100%
Other than permanent workers										
Male	13,574	Nil	0%	13,574	100%	15,506	Nil	0%	15,506	100%
Female	Nil	NA	NA	NA	NA	Nil	NA	NA	NA	NA

3. Details of remuneration/salary/wages, in the following format:

Gender	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category (₹)	Number	Median remuneration/ salary/ wages of respective category (₹)
Board of Directors (BoD)	11	9,350,000	1	8,550,000
Key Managerial Personnel	3	28,650,792	Nil	NA
Employees other than BoD and KMP*	10,595	1,739,355	605	1,560,240
Workers*	5,660	1,110,458	11	1,438,209

*For permanent employees and workers

4. **Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)**
Yes. The Company respects Human Rights of all. It has designated committees to address various human rights related issues. There is an internal committee for receiving, investigating, and resolving sexual harassment complaints in a time-bound manner. Grievances for any violation of COBCE are submitted to and addressed by the Complaints Committee. Further, any health and safety issues are addressed by divisional level, vertical level and central level Safety Committees.

5. **Describe the internal mechanisms in place to redress grievances related to human rights issues.**
For Human Rights related grievances, the Company has mechanism in place for all concerned person(s) to report their grievances as per COBCE and Policy on Prevention of Sexual Harassment. Additionally, the workers can report their grievances through channels such as: 'Samadhan', 'Samwad', and operator feedback.

6. Number of Complaints on the following made by employees and workers:

Category	FY 2022-23			FY 2021-22		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	2	1	Addressal of the pending complaint is in progress	Nil	Nil	NA
Discrimination at workplace	Nil	Nil	NA	Nil	Nil	NA
Forced Labour/Involuntary Labour	Nil	Nil	NA	Nil	Nil	NA
Wages	Nil	Nil	NA	Nil	Nil	NA
Other human rights related issues	Nil	Nil	NA	Nil	Nil	NA

7. **Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.**
The Company treats all the reported concerns in a confidential manner. It ensures that appropriate care is taken to avoid any retaliation against the complainant reporting under COBCE and the Policy on Prevention of Sexual Harassment.

8. **Do human rights requirements form part of your business agreements and contracts? (Yes/No)**
Yes. The Company not only takes measures to respect human rights at its workplace, but also promotes fair employment practices among suppliers. According to the Company's Basic Purchase Agreement with suppliers, it is mandatory for suppliers to abide by the laws on child labour, sexual harassment, safe and secure work environment etc.

9. Assessments for the year:

Category	Percentage of your plants and offices that were assessed (By entity or statutory authorities or third parties)
Child Labour	100%
Forced/involuntary labour	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others – please specify	NA

10. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.**
The Company has systems and processes in place to prevent any incident of child labour, forced labour or breach of wages laws. Its systems do not let any labour below the minimum age to be onboarded, wages are paid in compliance with all local laws and through bank transfers. Further, it provides mechanism to its employees to report any instances of sexual harassment and discrimination at workplace and accordingly correctives actions are taken.

Leadership Indicators:

1. **Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?**
The Company is an equal opportunity employer and therefore it aims to make necessary accessibility arrangements for the people with disability wherever required. In case of areas where accessibility is a challenge, the Company is constantly working on implementing such provisions.

2. Details on assessment of value chain partners:

Category	Percentage of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	67%*
Discrimination at workplace	
Child Labour	
Forced Labour/Involuntary Labour	
Wages	
Others-please specify	

*Data covers cumulative human resource related audits conducted for Tier 1 suppliers

3. **Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 4 above.**
The Company is constantly working to expand the coverage of human resource related audits to the remaining suppliers. It has also added human rights compliance related provisions in the supplier agreements.

PRINCIPLE 6
Businesses should respect and make efforts to protect and restore the environment.

Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Parameter	FY 2022-23 (GJ)	FY 2021-22 (GJ)
Total electricity consumption (A)	11,84,320	10,11,483
Total fuel consumption (B)	39,37,429	38,29,237
Energy consumption through other sources (C)	Nil	Nil
Total energy consumption (A+B+C)	51,21,749	48,40,720
Energy intensity per crore rupee of Turnover (Total energy consumption/ turnover in rupees)	43.58	54.82
Energy intensity (optional) - Energy intensity per vehicle manufactured (GJ/vehicle manufactured)	3.87	4.07

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

- Yes, DNV Business Assurance India Pvt Ltd.

2. **Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.**
No

3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2022-23	FY 2021-22
Water withdrawal by source (in kilolitres)		
(i) Surface water	Nil	Nil
(ii) Groundwater	Nil	Nil
(iii) Third party water	2,052,071	1,747,091
(iv) Seawater / desalinated water	Nil	Nil
(v) Others	Nil	Nil
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	2,052,071	1,747,091
Total volume of water consumption (in kilolitres)	2,052,071	1,747,091
Water intensity per crore rupee of turnover (Water consumed / turnover)	17.46	19.79
Water intensity (optional) – Water intensity per vehicle manufactured (kl/vehicle manufactured)	1.65	1.56

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

- Yes, DNV Business Assurance India Pvt Ltd.

4. **Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.**
Yes. The Company's commitment towards improving its water footprint is demonstrated by its zero-liquid discharge initiative. The entire volume of wastewater from Gurugram, Manesar and Rohtak facilities is treated through in-house Effluent Treatment Plants (ETP) and/ or Sewage Treatment Plants (STP) and the treated effluent is used for process and horticulture within the plant premises. No water is discharged outside the plant premises.

5. **Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:**

Parameter	Please specify unit	FY 2022-23	FY 2021-22
NOx	ppm	Less than 50 ppm in Gurgaon gas turbines Less than 100 ppm in Manesar gas turbines	
SOx	mg/Nm^3	Less than 200 mg/Nm^3 for incinerator	
Particulate Matter (PM)	mg/Nm^3	Less than 50 mg/Nm^3 for incinerator	
Persistent organic pollutants (POP)	-	-	-
Volatile organic compounds (VOC)	-	-	-
Hazardous air pollutants (HAP)	-	-	-
Others – please specify	-	-	-

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

- Yes. Stack emissions (NOx, SOx and PM) are checked by FARE Labs Pvt. Ltd that is affiliated by Ministry of Environment, Forest and Climate Change (MoEF&CC) and National Accreditation Board for Testing and Calibration Laboratories (NABL).

6. **Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:**

Parameter	Unit	FY 2022-23	FY 2021-22
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, FCs, SF6, NF3, if available)	Tonnes CO_2e	223,289	216,354
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF6, NF3, if available)	Tonnes CO_2e	206,626	182,614
Total Scope 1 and Scope 2 emissions per crore rupee of turnover	Tonnes CO_2e / crore rupee of turnover	3.66	4.52
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity	Tonnes CO_2e /vehicle manufactured	0.321	0.332

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

- Yes, DNV Business Assurance India Pvt Ltd.

7. **Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.**
Yes. For details, please refer to Energy and Emissions Management section of the Annual Integrated Report FY 2022-23 on page 122.

8. **Provide details related to waste management by the entity, in the following format:**

Parameter	FY 2022-23	FY 2021-22
Total waste generated (in metric tonnes)		
Plastic waste (A)	2,370	2,270
E-waste (B)	47	48
Bio-medical waste (C)	0.15	0.13
Construction and demolition waste (D)	12,400	8,187
Battery waste (E)	151	127
Radioactive waste (F)	Nil	Nil
Other hazardous waste. Please specify, if any. (G)	19,102	17,416
Other non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e., by materials relevant to the sector)	136,249	123,895
Total (A + B + C + D + E + F + G + H)	**170,319**	**151,943**
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
(i) Recycled	143,475	130,450
(ii) Re-used	Nil	Nil
(iii) Other recovery operations	14,442	13,307
Total	**157,917**	**143,757**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
(i) Incineration	Nil	Nil
(ii) Landfilling	Nil	Nil
(iii) Other disposal operations	12,400	8,187
Total	**12,400**	**8,187**

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency

- Yes, DNV Business Assurance India Pvt Ltd.

9. **Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.**
The Company has adopted the following practices for waste management:

1. Hazardous waste generated during the process is stored temporarily within the plant premises and sent for authorized coprocessing unit. The saleable hazardous waste (used oil, oil-based sludge, spent solvent, empty drums, tyre etc) is sent to authorized recyclers.
2. The electrical waste is sent to authorized recyclers for recycling.
3. The bio medical waste generated from the Occupational Health Centres is segregated as per the colour coding and disposed to authorized CBWTSDF.
4. Non-hazardous waste is sent to recyclers for recycling.

For more details, please refer Monitoring Substances of Concern section of Annual Integrated Report FY 2022-23 on page 100.

10. **If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:**

Sr. no.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
Not Applicable			

11. **Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:**

Name and brief details of project	EIA Notification No.	Date	Whether conducted by Independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
Not Applicable					

12. **Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India, such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:**
Yes. The Company is compliant with the applicable environmental law/ regulations/ guidelines in India.

Leadership Indicators

1. Provide break-up of the total energy consumed (in Joules or multiples) from renewable and non-renewable sources, in the following format:

Parameter	FY 2022-23 (GJ)	FY 2021-22 (GJ)
From renewable sources		
Total electricity consumption (A)	136,443	91,863
Total fuel consumption (B)	Nil	Nil
Energy consumption through other sources (C)	Nil	Nil
Total energy consumed from renewable sources (A+B+C)	136,443	91,863
From non-renewable sources		
Total electricity consumption (D)	1,047,877	919,620
Total fuel consumption (E)	3,937,429	3,829,237
Energy consumption through other sources (F)	Nil	Nil
Total energy consumed from non-renewable sources (D+E+F)	4,985,306	4,748,857

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency

- Yes, DNV Business Assurance India Pvt Ltd.

2. **With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.**
   Not applicable

3. **If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:**
   Please refer to Operational Eco-efficiency section of the Annual Integrated Report FY 2022-23 on page 122.

4. **Does the entity have a business continuity and disaster management plan? Give details in 100 word/ weblink**
   Yes. The Company has a business continuity and disaster management plan in place. For IT-related issues, disaster recovery plan is designed to reduce the organization's business risk arising from an unexpected disruption of the critical IT functions/ operations necessary for the business. Disaster recovery plan covers details of actions to be taken, resources to be used and procedures to be followed. The IT team conducts regular data recovery drills to check efficiency of process and plan.

   The Company's supply chain also ensures business continuity during natural calamities, socio-political situations, supply shortages and implement various measures to minimise supply disruptions to ensure business continuity.

   Note: The environmental data pertains to manufacturing and R&D facilities only.

PRINCIPLE 7

Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.

Essential Indicators:

1. a. Number of affiliations with trade and industry chambers/ associations.
   6

   b. List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.

Sr. No.	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/ associations (State/National)
1	The Confederation of Indian Industry (CII)	National
2	The Federation of Indian Chamber of Commerce & Industry (FICCI)	National
3	The Associated Chamber of Commerce & Industry in India (ASSOCHAM)	National
4	The Society of Indian Automobile Manufacturers (SIAM)	National
5	The International Road Federation (India Chapter)	National
6	The Japan Chamber of Commerce & Industry in India (JCCII)	International

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.

Sr. No.	Name of the authority	Brief of the case	Corrective action taken, if any
1.	Competition Commission of India (CCI)	Case related to after-market sale of spare parts: An investigation was initiated by the Competition Commission of India (CCI) in 2011 against a few car manufacturing companies wherein it was contended that these companies were not making genuine spare parts of automobiles freely available in the open market. CCI later expanded the scope of investigation to the Company and other car manufacturing companies. In the final order passed by the CCI on 25th August, 2014, certain directions were laid down against the automobile companies and penalties were imposed. A penalty of ₹ 4,711.4 million was imposed on the Company. The Company contested this matter before the Delhi High Court primarily on the ground that it was not a named party in the investigation and that the investigation ought not to have been conducted against the Company. On the contrary, the Company was named in the information given by the informant as a Company that made spare parts easily accessible in the open market. The Delhi High Court, on 16th May, 2019, disposed the petition stating that the Company had alternative remedies available. Thereafter, it filed a Special Leave Petition before the Supreme Court of India, wherein a stay on the CCI's order was granted and the stay is continuing.	No. MSIL does not agree with the observation by CCI. The order is stayed by Supreme Court and SLP is pending.
2.	Competition Commission of India (CCI)	Matter relating to discount control practices: An investigation was initiated suo-moto by the CCI in February 2019 based on the information provided by a purported dealer of the Company. The dealer alleged that the Company resorts to anti-competitive discount control practices. The CCI passed its final order on 23rd August, 2021 and held that MSIL indulged in anti-competitive discount control practices (re-sale price maintenance) and imposed a penalty of ₹ 2,000 million on the Company. The Company filed an appeal against the CCI's order before the National Company Law Appellate Tribunal (NCLAT), wherein on 22nd November, 2021, a stay on the CCI's order was granted subject to the deposit of ₹ 200 million. The stay is continuing, and appeal is pending	No. MSIL does not agree with the observation by CCI. The order is stayed by NCLAT and appeal is pending.

PRINCIPLE 8
Businesses should promote inclusive growth and equitable development.

Essential Indicators:

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
Not Applicable					

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:

S. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In ₹)
Not Applicable						

3. Describe the mechanisms to receive and redress grievances of the community.
The Company's Community Development Department regularly engages with the communities through field visits, group meetings/events etc. to understand their grievances. The raised concerns and grievances are understood and analysed and necessary actions are implemented.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY 2022-23	FY 2021-22
Directly sourced from MSMEs/ small producers	5.40%	5.20%
Sourced directly from within the district and neighbouring districts	81.00%	80.00%

Leadership Indicators:

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

Details of negative social impact identified	Corrective action taken
Not Applicable	

2. (a) *Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No):*
No, the Company has a policy of prioritising local procurement in order to improve efficiency, mitigate environmental and safety impacts, and ensure business continuity.

(b) *From which marginalized /vulnerable groups do you procure?*
Not Applicable

(c) *What percentage of total procurement (by value) does it constitute?*
Not Applicable

3. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:

S. No.	Intellectual Property based on traditional knowledge	Owned/ Acquired (Yes/No)	Benefit shared (Yes / No)	Basis of calculating benefit share
Not Applicable				

4. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Name of authority	Brief of the Case	Corrective action taken
Not Applicable		

5. Details of beneficiaries of CSR Projects:

Sr. no	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
1	Japan India Institute for Manufacturing	502	75%
2	ITI Tathagat	80	93%
3	Maruti Suzuki Podar Learn School	339	100%
4	Upgradation of ITI	10,017	60%
5	Apprenticeship	3,282	74%
6	Multi-Specialty Hospital project	51,163	36%
7	Institute of Driving & Traffic Research	376,319	4%

PRINCIPLE 9
Businesses should engage with and provide value to their consumers in a responsible manner.

Essential Indicators:

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.
The Company has a robust customer complaint management system comprising channels such as the Company website, toll-free helpline and social media. The complaint redressal process is well structured with defined escalation mechanisms, which ensure timebound resolution. Through these channels customers can raise their complaints related to issues faced during purchase of vehicle or during vehicle service.

2. Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:

	As a percentage to total turnover*
Environmental and social parameters relevant to the product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

*Turnover generated from sale of vehicles only

3. **Number of consumer complaints in respect of the following:**

Category	FY 2022-23			FY 2021-22		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	Nil	Nil	NA	Nil	Nil	NA
Advertising	Nil	Nil	NA	Nil	Nil	NA
Cyber-security	Nil	Nil	NA	Nil	Nil	NA
Delivery of essential services	NA	NA	NA	NA	NA	NA
Restrictive Trade Practices	Nil	Nil	NA	Nil	Nil	NA
Unfair Trade Practices	Nil	Nil	NA	Nil	Nil	NA
Other* (Sales & Service)	27,105	564	-	22,486	303	-

*For sales and service-related issues received through centralised customer complaint management system.

4. **Details of instances of product recalls on account of safety issues:**

	Number	Reasons for recall
Voluntary recalls	7	Quality defect in components
Forced recalls	Nil	NA

5. **Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.**
With increasing digitalisation, the risk for information security and data privacy has also increased. Data privacy is embedded into the Company's COBCE and risk management system. The Company has formulated privacy policies for the protection of stakeholders' personally identifiable information. Its Information Security Policy provides management direction and guidance to ensure availability, integrity and confidentiality of information and information systems across locations.

https://www.marutisuzuki.com/data-provider-consent-policy; https://www.marutisuzuki.com/privacy-policy

6. **Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products/services.**
The Company does in-depth analysis of all the recalls to identify gaps in the processes and take necessary countermeasures. Quality systems and processes have also been designed and streamlined for accurate root cause analysis, countermeasures, and recurrence prevention of defects.

Leadership Indicators:

1. **Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).**
The Company maintains a website where information about its products is available. Customer engagement with the brands in the Metaverse has been made for Arena and NEXA through ARENAVerse and NEXAVerse respectively. Apart from this, the consumers can also refer to its social media handles.

https://www.marutisuzuki.com/;
https://www.nexaexperience.com/

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**
The Company provides detailed owner's manual for vehicles containing information on how to use the vehicles safely and responsibly. To further enhance safer driving capabilities of the customers, the Company provides driving training through Maruti Suzuki Driving School. On its social media platforms, the Company regularly shares information on how to improve driving and vehicle maintenance habits.

Also, as part of its CSR activities, the Company has installed Traffic Management System to support the authorities in enforcing traffic rules and promote safe driving behaviour.

For more details, refer to Road Safety section of the Annual Integrated Report FY 2022-23 on page 134.

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**
Not Applicable

4. **Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/ Not Applicable) If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)**
All product related information such as safety, fuel efficiency, safe and responsible usage, maintenance etc. is provided to customer through owner's manual and brochures. Some of the information is also provided to customers via various stickers on vehicle.

In line with the core value of customer obsession, the Company regularly gauges customer satisfaction levels with the sales and service experience. Customer satisfaction levels associated with the buying experience are measured through an internal Customer Delight Index (CDI). An essential parameter to evaluate customer satisfaction related to service operations is customer complaints per 1,000 vehicles serviced (CC/1,000). The Company continuously monitors customer feedback and ensures timely implementation of countermeasures by the workshops.

5. **Provide the following information relating to data breaches:**
   a. **Number of instances of data breaches along-with impact**
   Nil
   b. **Percentage of data breaches involving personally identifiable information of customers**
   Not Applicable

Financial Statements

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Standalone Financial Statements

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Consolidated Financial Statements



Independent Auditor's Report

To The Members of Maruti Suzuki India Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying standalone financial statements of **Maruti Suzuki India Limited** ("the Company"), which comprise the Balance Sheet as at 31 March 2023, and the Statement of Profit and Loss (including Other Comprehensive Income), the Statement of Cash Flows and the Statement of Changes in Equity for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended, ("Ind AS") and other accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2023, and its profit, total comprehensive income, its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the standalone financial statements in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibility for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the standalone financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Sr. No.	Key Audit Matter	Auditor's Response
1	**Evaluation of uncertain tax positions relating to Income taxes and Excise duty** The Company has material uncertain tax positions including matters under disputes relating to Income tax. Further, the Company has matters under litigation relating to Excise duty. These matters involve significant management judgement to determine the possible outcome of disputes. Refer note 2.4 and 37 (i) and (iv) of the financial statements.	**Principal audit procedures performed:** a) We evaluated the design and implementation of internal controls and tested the operating effectiveness of controls for estimation of the amount of financial impact and outcome of Income Tax and Excise duty litigations and claims and consequent recording /disclosure in the financial statements. b) We obtained details of Income tax and Excise duty assessment orders and management's evaluation of those assessment orders and performed the following procedures: - We verified the arithmetical accuracy of the computation prepared by management based on Income Tax and Excise Orders received to determine the financial impact of the matters under dispute and consequent recording/disclosure in the financial statements. - We involved our tax specialists to challenge the management's underlying assumptions in estimating the financial impact and the possible outcome of the litigations and disputes after considering the legal precedence and other rulings. We assessed the accounting principles applied by the Company to measure and disclose the financial impact of these litigations in accordance with the Indian Accounting Standards, applicable regulatory financial reporting framework and other accounting principles generally accepted in India

Information Other than the Financial Statements and Auditor's Report Thereon

- The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report including Annexures to Board's Report and Corporate Governance Report, but does not include the standalone financial statements and our auditor's report thereon.

- Our opinion on the standalone financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

- In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.

- If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Standalone Financial Statements

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the Ind AS and other accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statement that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Company's Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibility for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal financial control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to standalone financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the standalone financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the standalone financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the standalone financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

As required by Section 143(3) of the Act, based on our audit we report that:

a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.

c) The Balance Sheet, the Statement of Profit and Loss including Other Comprehensive Income, the Statement of Cash Flows and Statement of Changes in Equity dealt with by this Report are in agreement with the relevant books of account.

d) In our opinion, the aforesaid standalone financial statements comply with the Ind AS.

e) On the basis of the written representations received from the directors as on 31 March, 2023 taken on record by the Board of Directors, none of the directors is disqualified as on 31st March, 2023 from being appointed as a director in terms of Section 164(2) of the Act.

f) With respect to the adequacy of the internal financial controls with reference to standalone financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure A". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to standalone financial statements.

g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended,

In our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act.

h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

i. The Company has disclosed the impact of pending litigations on its financial position in its standalone financial statements - Refer Note 37 to the standalone financial statements;

ii. The Company has made provision, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts - Refer Note 33 to the standalone financial statements;

iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company. Refer to Note 16 to the standalone financial statements;

iv. (a) The Management has represented that, to the best of it's knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(b) The Management has represented, that, to the best of it's knowledge and belief, no funds have been received by the Company from any person or entity, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.

v. The final dividend proposed in the previous year, declared and paid by the Company during the year is in accordance with section 123 of the Act, as applicable. As stated in note 14.4 to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend proposed is in accordance with section 123 of the Act, as applicable.

vi. Proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 for maintaining books of account using accounting software which has a feature of recording audit trail (edit log) facility is applicable to the Company w.e.f. April 1, 2023, and accordingly, reporting under Rule 11(g) of Companies (Audit and Auditors) Rules, 2014 is not applicable for the financial year ended March 31, 2023.

2. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government in terms of Section 143(11) of the Act, we give in "Annexure B" a statement on the matters specified in paragraphs 3 and 4 of the Order.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Jitendra Agarwal
Partner
(Membership No. 87104)
(UDIN: 23087104BGYKWE3700)

Place: New Delhi
Date: April 26, 2023

ANNEXURE "A" TO THE INDEPENDENT AUDITOR'S REPORT

(Referred to in paragraph 1(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Report on the Internal Financial Controls with reference to Standalone Financial Statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls with reference to standalone financial statements of Maruti Suzuki India Limited ("the Company") as of March 31, 2023 in conjunction with our audit of the standalone Ind AS financial statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The Company's management is responsible for establishing and maintaining internal financial controls with reference to standalone financial statements based on "the internal control with reference to standalone financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India". These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to standalone financial statements of the Company based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India and the Standards on Auditing prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to standalone financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to standalone financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to standalone financial statements included obtaining an understanding of internal financial controls with reference to standalone financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained, is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to standalone financial statements.

Meaning of Internal Financial Controls with reference to standalone financial statements

A company's internal financial control with reference to standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to standalone financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to standalone financial statements

Because of the inherent limitations of internal financial controls with reference to standalone financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to standalone financial statements to future periods are subject to the risk that the internal financial control with reference to standalone financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, to the best of our information and according to the explanations given to us, the Company has, in all material respects, an adequate internal financial controls with reference to standalone financial statements and such internal financial controls with reference to standalone financial statements were operating effectively as at March 31, 2023, based on "the criteria for internal financial control with reference to standalone financial statements established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India".

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Jitendra Agarwal
Partner
(Membership No. 87104)
(UDIN: 23087104BGYKWE3700)

Place: New Delhi
Date: April 26, 2023

ANNEXURE "B" TO THE INDEPENDENT AUDITOR'S REPORT

(Referred to in paragraph 2 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

To the best of our information and according to the explanations provided to us by the Company and the books of account and records examined by us in the normal course of audit, we state that:

(i) In respect of Company's Property, Plant and Equipment and Intangible Assets:

(a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment and relevant details of right-of-use assets.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(b) The Property, Plant and Equipment and right-of-use assets except furniture and fixtures, office appliances and certain other Property, Plant and Equipment having a carrying value of ₹ 3,861 million, were physically verified during the year by the Management which, in our opinion, provides for physical verification at reasonable intervals. According to the information and explanations given to us, no material discrepancies were noticed on such verification.

(c) With respect to immovable properties disclosed in the financial statements included in Property, Plant and Equipment, according to the information and explanations given to us and based on the examination of the registered sale deed / transfer deed / conveyance deed provided to us, we report that, the title deeds of such immovable properties are held in the name of the Company as at the balance sheet date, except for the following:

Description of Property	As at Balance Sheet date (₹ In million)		Held in the name of	Whether promoter, director or their relative or employee	Period held since	Reason for not being held in name of Company
	Gross carrying value as at the Balance sheet date	Carrying value in the financial statements				
4 residential flats located at Mundra Port	12	9	Adani Ports and Special Economic Zone Limited (APSEZL)	No	08-Jun-2011	The Company is in possession and occupant of the flats but conveyance deed has not been executed by the APSEZL. The Company is in discussion with APSEZL to register the flats in its name.
3 residential flats in Ranchi	12	10	Excel Venture Construction Private Limited/ Jharkhand State Housing Board	No	01-Apr-2012	There is an ongoing litigation between Excel Venture Construction Pvt Ltd (Builder) and Jharkhand Housing Board (JHB) regarding the percentage ownership of the project as land is owned by JHB and construction was done by the Builder. As informed to us by the management, the registration can be done after settlement of the litigation.
51.59 acres Land at Gujarat	113	113	Government of Gujarat	No	18-Nov-2013	As informed to us by the management, Title of the Land acquired by the Company got reversed in the name of Government of Gujarat as per the order passed by the District Collector and the Company is in discussion for early resolution.
Land for Factory in IMT Kharkhoda, Haryana	21,312	21,312	Government of Haryana	No	26-Aug-2022	MSIL has been allotted the Land through Regular Letter of Allotment (RLA) and is in possession and occupant of the land. As per Terms of RLA conveyance deed can be executed in 2 years from the date of possession. which will be done well within the stipulated Time Lines.

- In respect of immovable properties that have been taken on lease and disclosed in the financial statements as right-of use asset as at the balance sheet date, the lease agreements are duly executed in favour of the Company, except for the following lease deed which is under dispute:

Description of Property	As at Balance Sheet date (₹ In million)		Held in the name of	Whether promoter, director or their relative or employee	Period held since	Reason for not being held in name of Company
	Gross carrying value	Carrying value in the financial statements				
Land for RTC Kolkata at Plot No. 15A, Sector C (Area 11.44 Cottah)	6.5	5.2	Kolkata Metropolitan Development Authority (KMDA)	No	26-Jun-2003	Title and possession related issue in property allotted by KMDA. The matter is in the court and it will be decided based on judicial proceedings.

(d) The Company has not revalued any of its Property, Plant and Equipment (including right of use assets) and intangible assets during the year.

(e) No proceedings have been initiated during the year or are pending against the Company as at 31 March 2023 for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (as amended in 2016) and rules made thereunder.

(ii) (a) The inventories except for goods-in-transit and stocks held with third parties, loose tools and machinery spares, were physically verified during the year by the Management at reasonable intervals. In our opinion and based on information and explanations given to us, the coverage and procedure of such verification by the Management is appropriate having regard to the size of the Company and the nature of its operations. For stocks held with third parties at the year-end, written confirmations have been obtained in most of the cases and in respect of goods in transit, the goods have been received subsequent to the year end. No discrepancies of 10% or more in the aggregate for each class of inventories were noticed on such physical verification of inventories, when compared with the books of account.

(b) According to the information and explanations given to us, at any point of time of the year, the Company has not been sanctioned any working capital facility from banks or financial institutions on the basis of security of current assets, and hence reporting under clause (ii)(b) of the Order is not applicable.

(iii) The Company has made Investments in Companies, Debt based mutual funds and granted advances in the nature of loans to its employees, in respect of which:

(a) The Company has provided advances in the nature of loans to their employees and details of which are given below:

Particulars	Advances in the nature of loans (₹ in million)
A. Aggregate amount granted / provided during the year: Employees	492
B. Balance outstanding as at balance sheet date in respect of above	298

The Company has not provided any loan or stood guarantee or provided security to any other entity during the year.

(b) The investments made and the terms and conditions of the above-mentioned advances in the nature of loans provided, during the year are, in our opinion, prima facie, not prejudicial to the Company's interest.

(c) In respect of advances in the nature of loans, the schedule of repayment of principal has been stipulated and the repayments of principal amounts are regular as per stipulation.

(d) In respect of advances in the nature of loans provided by the Company, there is no overdue amount remaining outstanding as at the balance sheet date.

(e) No advance in the nature of loan granted by the Company which has fallen due during the year, has been renewed or extended or fresh loans granted to settle the overdues of existing loans given to the same parties.

(f) The Company has not granted any loan or advance in the nature of loans either repayable on demand or without specifying any terms or period of repayment during the year. Hence, reporting under clause 3(iii)(f) is not applicable.

(iv) The Company has not given any loan, or provided any guarantee or security as specified under section 185 and 186 of the Companies Act, 2013. In respect of investments made by the Company during the year, the Company has complied with the provisions of Section 186 of the Companies Act, 2013.

(v) The Company has not accepted or is not holding any deposit or amounts which are deemed to be deposits during the year. Hence, reporting under clause (v) of the Order is not applicable.

(vi) The maintenance of cost records has been specified by the Central Government under section 148(1) of the Companies Act, 2013 for "Manufacturing of Engines" and "Generation of Power". We have broadly reviewed the books of account maintained by the Company pursuant to the Companies (Cost Records and Audit) Rules, 2014, as amended, prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Companies Act, 2013, and are of the opinion that, prima facie, the prescribed cost records have been made and maintained by the Company. We have, however, not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.

(vii) In respect of statutory dues:

(a) Undisputed statutory dues, including Goods and Services tax, Provident Fund, Income-tax, duty of Custom, cess and other material statutory dues applicable to the Company have been regularly deposited by it with the appropriate authorities in all cases during the year.

Other than for accounting provision for Interest on GST aggregating to ₹ 600 million, there are no undisputed amounts payable in respect of Goods and Services tax, Provident Fund, Employees' State Insurance, Income-tax, duty of Custom, cess and other material statutory dues in arrears as at March 31, 2023 for a period of more than six months from the date they became payable.

(b) Details of statutory dues referred to in sub-clause (a) above which have not been deposited as on March 31, 2023 on account of disputes are given below:

Name of the Statute	Nature of the Dues	Forum where Dispute is pending	Period to which the amount relates (Financial year)	Amount (₹ in million)*	Amount unpaid (₹ in million)
Income Tax Act, 1961	Income Tax	High Court	1991-92, 1994-95 to 1995-96, 1997-98, 2003-04 to 2004-05, 2007-08	8,694	4,691
		Income Tax Appellate Tribunal (ITAT)	2002-03, 2008-09 to 2015-16	147,892	142,888
		Up to Commissioner (Appeals)	2006-07 to 2020-21	617	610
Wealth tax Act, 1957	Wealth tax	High Court	1996-97-1997-98	1	-
The Central Excise Act, 1944	Excise Duty	Customs, Excise & Service Tax Appellate Tribunal (CESTAT)	2002-03 to 2017-18	17,109	14,811
The Finance Act, 1994	Service Tax	Customs, Excise & Service Tax Appellate Tribunal (CESTAT)	2006-07 to 2017-18	4,902	4,487
Customs Act, 1962	Customs Duty	Commissioner (Appeals)	2012-13 to 2020-21	2,090	2,090
Sales Tax Laws	Haryana General Sales Tax Act	Assessing Authority, Gurgaon by Sales Tax Tribunal.	1983-84 to 1984-85, 1987-88, 2016-17	23	23
	Central sales tax(Gujarat)	Appeal pending with Dy Commissioner (appeal)	2012-13 to 2013-14	6	6
Goods And service tax	Goods and service tax	Rajasthan High Court	2019-20	10	10

*amount as per demand orders including interest and penalty wherever quantified in the Order.

The following matters have been decided in favour of the Company, but department has preferred appeals before higher authorities.

Name of the Statute	Nature of the Dues	Forum where Dispute is pending	Period to which the amount relates (Financial year)	Amount (₹ in million)#	Amount unpaid (₹ in million)
Income Tax Act, 1961	Income Tax	Supreme Court	1992-93 to 2000-01, 2003-04 to 2005-06	5,904	5,904
		High Court	1996-97 to 1999-00, 2003-04 to 2004-05, 2006-07 to 2008-09	7,725	7,725
		Income Tax Appellate Tribunal (ITAT)	2002-03, 2010-11	5,641	5,641
The Central Excise Act, 1944	Excise Duty	Supreme Court	2000-01 to 2007-08	395	395
		High court	1986-87, 1993-94	517	517
		Customs, Excise & Service Tax Appellate Tribunal (CESTAT)	2006-07 to 2015-16	222	222
The Finance Act, 1994	Service Tax	Supreme Court	2003-04 to 2012-13	256	256
		CESTAT	2002-03 to 2010-11	17	17
		Punjab And Haryana HC	2005-06 to 2007-08	606	606

#amount as per demand orders including interest and penalty wherever quantified in the Order.

(viii) There were no transactions relating to previously unrecorded income that were surrendered or disclosed as income in the tax assessments under the Income Tax Act, 1961 (43 of 1961) during the year.

(ix) (a) The Company has not defaulted in the repayment of loans or other borrowings or in the payment of interest thereon to any lender during the year.

(b) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

(c) The Company has not taken any term loan during the year and there are no unutilised term loans at the beginning of the year and hence, reporting under clause (ix)(c) of the Order is not applicable.

(d) On an overall examination of the financial statements of the Company, funds raised on short-term basis have, prima facie, not been used during the year for long-term purposes by the Company.

(e) On overall examination of the financial statements of the Company, the Company has not taken any funds from any entity, person on account of or to meet the obligations of its subsidiaries, associates or joint ventures.

(f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries or joint ventures or associate companies.

(x) (a) The Company has not issued any of its securities (including debt instruments) during the year and hence reporting under clause (x)(a) of the Order is not applicable.

(b) During the year, the Company has not made any preferential allotment or private placement of shares or convertible debentures (fully or partly or optionally) and hence reporting under clause (x)(b) of the Order is not applicable to the Company.

(xi) (a) No fraud by the Company and no material fraud on the Company has been noticed or reported during the year.

(b) No report under sub-section (12) of section 143 of the Companies Act has been filed in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government, during the year and upto the date of this report.

(c) We have taken into consideration the whistle blower complaints, if any, received by the Company during the year (and up to date of this report), while determining the nature, timing and extent of our audit procedures.

As represented to us by the Management, there were no whistle blower complaints received by the Company during the year and upto the date of this report.

(xii) The Company is not a Nidhi Company and hence reporting under clause (xii) of the Order is not applicable.

(xiii) In our opinion, the Company is in compliance with Section 177 and 188 of the Companies Act, where applicable, for all transactions with the related parties and the details of related party transactions have been disclosed in the financial statements etc. as required by the applicable accounting standards.

(xiv) (a) In our opinion the Company has an adequate internal audit system commensurate with the size and the nature of its business.

(b) We have considered, the internal audit reports issued to the Company during the year and draft of the internal audit reports issued after the balance sheet date, for the period under audit.

(xv) In our opinion during the year the Company has not entered into any non-cash transaction with any of its directors or directors of it's holding company, subsidiary companies, associate companies or persons connected with such directors and hence provisions of section 192 of the Companies Act, 2013 are not applicable to the Company.

(xvi) (a) The Company is not required to be registered under section 45-IA of the Reserve Bank of India Act, 1934. Hence, reporting under clause (xvi)(a), (b) and (c) of the Order is not applicable.

(b) In our opinion, there is no core investment company within the Group and accordingly reporting under clause 3(xvi)(d) of the Order is not applicable.

(xvii) The Company has not incurred cash losses during the financial year covered by our audit and the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors of the Company during the year.

(xix) On the basis of the financial ratios, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements and our knowledge of the Board of Directors and Management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report indicating that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

(xx) The Company has fully spent the required amount towards Corporate Social Responsibility (CSR) and there is no unspent CSR amount for the year requiring a transfer to a Fund specified in Schedule VII to the Companies Act or special account in compliance with the provision of sub-section (6) of section 135 of the said Act. Accordingly, reporting under clause (xx) of the Order is not applicable for the year.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Jitendra Agarwal
Partner
(Membership No. 87104)
(UDIN: 23087104BGYKWE3700)

Place: New Delhi
Date: April 26, 2023

Standalone Balance Sheet

As at March 31, 2023

(All amounts in ₹ million, unless otherwise stated)

Particulars	Notes No.	Page No.	As at 31.03.2023	As at 31.03.2022
ASSETS				
Non-current assets				
Property, plant and equipment	4	288-291	166,666	127,995
Capital work-in-progress	4	288-291	28,081	26,391
Intangible assets	5	291-292	5,479	3,499
Intangible assets under development	5	291-292	889	2,903
Right-of-use Assets	35	329-330	5,904	5,679
Financial assets				
Investments	6	292-295	477,564	366,632
Loans	7	295	2	2
Other financial assets	9	296	580	370
Non-current tax assets (net)	21	306	5,729	5,429
Deferred tax assets (net)	18	303-304	3,411	2,027
Other non-current assets	12	298	21,483	25,204
Total non-current assets			**715,788**	**566,131**
Current assets				
Inventories	10	297	42,838	35,331
Financial assets				
Investments	6	292-295	-	41,001
Trade receivables	8	295-296	32,958	20,301
Cash and cash equivalents	11.1	297	334	320
Other bank balances	11.2	297	43	30,042
Loans	7	295	297	305
Other financial assets	9	296	21,859	25,892
Other current assets	12	298	17,670	14,620
Total current assets			**115,999**	**167,812**
Total assets			**831,787**	**733,943**
EQUITY AND LIABILITIES				
Equity				
Equity share capital	13	298-299	1,510	1,510
Other equity	14	299-301	602,310	539,350
Total equity			**603,820**	**540,860**
Liabilities				
Non-current liabilities				
Financial liabilities				
Lease liabilities	35	329-330	249	302
Provisions	17	302-303	876	833
Other non-current liabilities	19	305	25,849	21,811
Total non-current liabilities			**26,974**	**22,946**
Current liabilities				
Financial liabilities				
Borrowings	15	301	12,158	3,819
Trade payables				
Total outstanding dues of micro and small enterprises	20	305-306	1,761	1,081
Total outstanding dues of creditors other than micro and small enterprises	20	305-306	116,043	96,529
Lease liabilities	35	329-330	66	68
Other financial liabilities	16	302	18,537	20,244
Provisions	17	302-303	9,624	8,613
Current tax liabilities (net)	21	306	11,566	11,104
Other current liabilities	19	305	31,238	28,679
Total current liabilities			**200,993**	**170,137**
Total liabilities			**227,967**	**193,083**
Total equity and liabilities			**831,787**	**733,943**

The accompanying notes are forming part of these standalone financial statements.

For and on behalf of the Board of Directors

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

HISASHI TAKEUCHI
Managing Director & CEO
DIN: 07806180

KENICHIRO TOYOFUKU
Director (Corporate planning)
DIN: 08619076

JITENDRA AGARWAL
Partner

AJAY SETH
Chief Financial Officer

SANJEEV GROVER
Executive Vice President & Company Secretary
ICSI Membership No : F3788

Place: New Delhi
Date: April 26, 2023

Standalone Statement of Profit and Loss

for the year ended March 31, 2023

(All amounts in ₹ million, unless otherwise stated)

	Particulars	Notes No.	Page No.	For the year ended 31.03.2023	For the year ended 31.03.2022
I	Revenue from operations	22	307	1,175,229	882,956
II	Other income	23	307	21,613	17,935
III	**Total Income (I+II)**			**1,196,842**	**900,891**
IV	**Expenses**				
	Cost of materials consumed	24.1	308	466,700	397,387
	Purchases of stock-in-trade			399,772	263,905
	Changes in inventories of finished goods, work-in-progress and stock-in-trade	24.2	308	(4,037)	(919)
	Employee benefits expenses	25	308	46,051	40,222
	Finance costs	26	309	1,866	1,259
	Depreciation and amortisation expense	27	309	28,233	27,865
	Other expenses	28	309-310	158,039	126,794
	Vehicles/dies for own use			(1,373)	(1,445)
	Total expenses (IV)			**1,095,251**	**855,068**
V	**Profit before tax (III - IV)**			**101,591**	**45,823**
VI	**Tax expense**				
	Current tax	29	310-311	22,475	14,301
	Deferred tax	29	310-311	(1,376)	(6,141)
				21,099	8,160
VII	**Profit for the year (V - VI)**			**80,492**	**37,663**
VIII	**Other Comprehensive Income**				
	(i) Items that will not be reclassified to profit or loss				
	(a) gain/(loss) of defined benefit obligation	14.4	300	(344)	220
	(b) gain/(loss) on change in fair value of equity instruments	14.5	300	929	3,170
				585	**3,390**
	(ii) Income tax relating to items that will not be reclassified to profit or loss	29	310-311	8	(267)
	Total Other Comprehensive Income (i+ii)			**593**	**3,123**
IX	**Total Comprehensive Income for the year (VII + VIII)**			**81,085**	**40,786**
	Earnings per equity share (₹)	31	312		
	Basic			266.46	124.68
	Diluted			266.46	124.68

The accompanying notes are forming part of these standalone financial statements.

For and on behalf of the Board of Directors

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

HISASHI TAKEUCHI
Managing Director & CEO
DIN: 07806180

KENICHIRO TOYOFUKU
Director (Corporate planning)
DIN: 08619076

JITENDRA AGARWAL
Partner

AJAY SETH
Chief Financial Officer

SANJEEV GROVER
Executive Vice President & Company Secretary
ICSI Membership No : F3788

Place: New Delhi
Date: April 26, 2023

Standalone Statement of Changes in Equity

As at March 31, 2023

(All amounts in ₹ million, unless otherwise stated)

a. Equity share capital

	Amount
Balance as at April 01, 2021	1,510
Changes in equity share capital during the year	-
Balance as at March 31, 2022	1,510
Changes in equity share capital during the year	-
Balance as at March 31, 2023	**1,510**

b. Other equity

	Reserves and Surplus						Items of other comprehensive income	
	Reserves created on amalgamation	Securities premium	General reserve	Retained earnings	Employee Welfare Fund	Scientific Research Fund	Equity instrument through other comprehensive income	Total
Balance as at April 01, 2021	**9,153**	**4,241**	**29,309**	**455,741**	**2,202**	**2,087**	**9,425**	**512,158**
Profit for the year	-	-	-	37,663	-	-	-	37,663
Other comprehensive income for the year, net of income tax	-	-	-	208	-	-	2,915	3,123
Total comprehensive income for the year	**-**	**-**	**-**	**37,871**	**-**	**-**	**2,915**	**40,786**
Payment of dividend	-	-	-	(13,594)	-	-	-	(13,594)
Income from Employee welfare fund	-	-	-	(106)	106	-	-	-
Expense on Employee welfare fund	-	-	-	74	(74)	-	-	-
Balance as at March 31, 2022	**9,153**	**4,241**	**29,309**	**479,986**	**2,234**	**2,087**	**12,340**	**539,350**
Profit for the year	-	-	-	80,492	-	-	-	80,492
Other comprehensive income for the year, net of income tax	-	-	-	(286)	-	-	879	593
Total comprehensive income for the year	**-**	**-**	**-**	**80,206**	**-**	**-**	**879**	**81,085**
Payment of dividend	-	-	-	(18,125)	-	-	-	(18,125)
Income from Employee welfare fund	-	-	-	(119)	119	-	-	-
Expense on Employee welfare fund	-	-	-	32	(32)	-	-	-
Balance as at March 31, 2023	**9,153**	**4,241**	**29,309**	**541,980**	**2,321**	**2,087**	**13,219**	**602,310**

The accompanying notes are forming part of these standalone financial statements.

For and on behalf of the Board of Directors

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

JITENDRA AGARWAL
Partner

Place: New Delhi
Date: April 26, 2023

HISASHI TAKEUCHI
Managing Director & CEO
DIN: 07806180

AJAY SETH
Chief Financial Officer

KENICHIRO TOYOFUKU
Director (Corporate planning)
DIN: 08619076

SANJEEV GROVER
Executive Vice President & Company Secretary
ICSI Membership No : F3788

Standalone Statement of Cash Flows

for the year ended March 31, 2023

(All amounts in ₹ million, unless otherwise stated)

Particulars	Notes No.	Page No.	For the year ended 31.03.2023	For the year ended 31.03.2022
A. Cash flow from operating activities:				
Profit before tax			101,591	45,823
Adjustments for:				
Depreciation and amortisation expense	27	309	28,233	27,865
Finance costs	26	309	1,866	1,259
Interest income	23	307	(1,852)	(1,745)
Dividend income	23	307	(268)	(519)
Net loss on sale / discarding of property, plant and equipment	28	309-310	115	458
Net gain on sale of investments in debt mutual funds	23	307	(1,809)	(2,046)
Fair valuation gain on investment in debt mutual funds	23	307	(17,279)	(13,625)
Unrealised foreign exchange (gain)/ loss			209	309
Operating Profit before working capital changes			110,806	57,779
Adjustments for changes in working capital :				
- (Increase)/decrease in other financial assets (non-current)	9	296	(210)	(7)
- (Increase)/decrease in other non-current assets	12	298	(1,365)	(1,564)
- (Increase)/decrease in inventories	10	297	(7,507)	(4,831)
- (Increase)/decrease in trade receivables	8	295-296	(12,569)	(7,629)
- (Increase)/decrease in loans (current)	7	295	8	(75)
- (Increase)/decrease in other financial assets (current)	9	296	3,839	(12,730)
- (Increase)/decrease in other current assets	12	298	(3,050)	(5,058)
- Increase/(decrease) in non-current provisions	17	302-303	43	386
- Increase/(decrease) in other non-current liabilities	19	305	4,038	519
- Increase/(decrease) in trade payables	20	305-306	20,067	(3,937)
- Increase/(decrease) in other financial liabilities (current)	16	302	(3,077)	3,735
- Increase/(decrease) in current provisions	17	302-303	1,011	1,197
- Increase/(decrease) in other current liabilities	19	305	2,559	1,896
Cash generated from operating activities			**114,593**	**29,681**
- Income taxes paid (net)			(22,313)	(11,769)
Net Cash from operating activities			**92,280**	**17,912**
B. Cash flow from investing activities:				
Payments for purchase of property, plant and equipment and capital work in progress	4	288-291	(61,154)	(32,057)
Payments for purchase of intangible assets & intangible assets under development	5	291-292	(2,307)	(2,530)
Proceeds from sale of property, plant and equipment	4	288-291	987	1,360
Payments for purchase of investment in equity shares of associate / joint venture / subsidiary company	6	292-295	-	(1,459)
Proceeds from sale of debt mutual funds	6	292-295	616,054	635,787
Payments for purchase of debt mutual funds	6	292-295	(664,948)	(604,954)
Payments for purchase of unquoted investments	6.4	294	(1,020)	(300)
Investment in fixed deposits with bank	11.2	297	-	(30,000)
Proceeds from fixed deposits with bank	11.2	297	30,000	30,000
Interest received	23	307	1,938	1,744
Dividend received	23	307	268	519
Net Cash (used in) investing activities			**(80,182)**	**(1,890)**

Standalone Statement of Cash Flows

for the year ended March 31, 2023

(All amounts in ₹ million, unless otherwise stated)

Particulars	Notes No.	Page No.	For the year ended 31.03.2023	For the year ended 31.03.2022
C. Cash flow from financing activities:				
Movement in short term borrowings (net)	15	301	8,339	(1,069)
Principal elements of lease payments	35	329-330	(444)	(71)
Finance cost paid	26	309	(1,854)	(1,291)
Payment of dividend on equity shares	14.4	300	(18,125)	(13,594)
Net Cash (used in) financing activities			**(12,084)**	**(16,025)**
Net increase/(decrease) in cash and cash equivalents			**14**	**(3)**
Cash and cash equivalents at the beginning of the year			**320**	**323**
Cash and cash equivalents at the end of the year			**334**	**320**
Cash and cash equivalents comprises :				
Cash and cheques in hand	11.1	297	-	6
Balance with Banks	11.1	297	334	314
			334	**320**
Other bank balances:				
Deposits*	11.2	297	-	30,000
Unclaimed dividend accounts	11.2	297	43	42
			43	**30,042**

*Original maturity period is more than twelve months but less than twelve months from balance sheet date.

The accompanying notes are forming part of these standalone financial statements.

For and on behalf of the Board of Directors

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

JITENDRA AGARWAL
Partner

Place: New Delhi
Date: April 26, 2023

HISASHI TAKEUCHI
Managing Director & CEO
DIN: 07806180

AJAY SETH
Chief Financial Officer

KENICHIRO TOYOFUKU
Director (Corporate planning)
DIN: 08619076

SANJEEV GROVER
Executive Vice President & Company Secretary
ICSI Membership No : F3788

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

1 GENERAL INFORMATION

Maruti Suzuki India Limited ("The Company") is a public limited company incorporated and domiciled in India, listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE). The address of its registered office is #1, Nelson Mandela Road, Vasant Kunj, New Delhi - 110070. The Company is a subsidiary of Suzuki Motor Corporation, Japan. The principal activities of the Company are manufacturing, purchase and sale of motor vehicles, components and spare parts. The other activities of the Company comprise facilitation of pre-owned car sales, fleet management and car financing.

2 SIGNIFICANT ACCOUNTING POLICIES

2.1 Statement of Compliance

The financial statements have been prepared as a going concern in accordance with Indian Accounting Standards (Ind AS) notified under the Section 133 of the Companies Act, 2013 ("the Act") read with the Companies (Indian Accounting Standards) Rules, 2015 and other relevant provisions of the Act.

2.2 Basis of Preparation and Presentation

The financial statements have been prepared on the historical cost convention on accrual basis except for certain financial instruments which are measured at fair value at the end of each reporting period, as explained in the accounting policies mentioned below. Historical cost is generally based on the fair value of the consideration given in exchange of goods or services.

All assets and liabilities have been classified as current or non-current according to the Company's operating cycle and other criteria set out in the Act. Based on the nature of products and the time between the acquisition of assets for processing and their realisation in cash and cash equivalents, the Company has ascertained its operating cycle as twelve months for the purpose of current non-current classification of assets and liabilities.

The principal accounting policies are set out below.

2.3 Going Concern

The board of directors have considered the financial position of the Company as at March 31, 2023 and the projected cash flows and financial performance of the Company for at least twelve months from the date of approval of these financial statements as well as planned cost and cash improvement actions, and believe that the plan for sustained profitability remains on course.

The board of directors have taken actions to ensure that appropriate long-term cash resources are in place at the date of signing the accounts to fund the Company's operations.

2.4 Use of Estimates and Judgements

The preparation of financial statements in conformity with Ind AS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amount of assets, liabilities, income, expenses and disclosures of contingent assets and liabilities at the date of these financial statements and the reported amount of revenues and expenses for the years presented. Actual results may differ from the estimates.

Estimates and underlying assumptions are reviewed at each balance sheet date. Revisions to accounting estimates are recognised in the period in which the estimates are revised and future periods affected.

In particular, information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements are included in the following notes:

Note 32 : Provision for Employee Benefits

Provision for employee benefits requires that certain assumptions such as expected future salary increases, average life expectancy and discount rates etc. are made in order to determine the amount to be recorded for retirement benefit obligations. Substantial changes in the assumed development of any of these variables may significantly change the Company's retirement benefit obligations.

Note 17 & 37 : Provision for Litigations

Income Tax: The Company's tax jurisdiction is in India. Significant judgements are involved in determining the provision for income taxes including judgement on whether tax positions are probable of being sustained in tax assessments. A tax assessment can involve complex issues, which can only be resolved over extended time periods.

Other litigations: Litigations often involve complex legal/ regulatory issues and are connected with a high degree of uncertainty. Accordingly, the assessment of whether an obligation exists on the balance sheet date as a result of an event in the past, and whether a future cash outflow is likely and the obligation can be reliably estimated, largely depends on estimations by the management.

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Note 17 : Provision for Warranty and Product Recall
The Company creates provision based on historical warranty claim experience. In addition, assumptions on the amounts of potential costs are also included while creating the provisions. The provisions are regularly adjusted to reflect new information.

Note 4 : Property, Plant and Equipment - Useful Economic Life
Property, plant and equipment represent a significant proportion of the asset base of the Company. The charge in respect of periodic depreciation is derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. The useful lives and residual values of Company's assets are determined by the management at the time the asset is acquired and reviewed periodically, including at each financial year end.

Note 35 : Leases
Ind AS 116 requires lessees to determine the lease term as the non-cancellable period of a lease adjusted with any option to extend or terminate the lease, if the use of such option is reasonably certain. The Company makes an assessment on the expected lease term on a lease-by-lease basis. In evaluating the lease term, the Company considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of the lease and the importance of the underlying asset to the Company's operations taking into account the location of the underlying asset and the availability of suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances.

2.5 Revenue Recognition

The Company recognises revenue when the amount of revenue and its related cost can be reliably measured and it is probable that future economic benefits will flow to the entity and degree of managerial involvement associated with ownership or effective control have been met for each of the Company's activities as described below. Amounts disclosed as revenue are net of returns, discounts, sales incentives, goods & service tax and value added taxes.

2.5.1 Sale of Goods

Revenue is recognised for domestic and export sales of vehicles, spare parts, and accessories when the Company transfers control over such products to the customer on dispatch from the factory and the port respectively, which is when control including risk and rewards and title of ownership passes to customer.

2.5.2 Income from Services

Revenue from engineering services are recognised as the related services are performed. Revenue from extended warranty is recognised on time proportion basis. Income from other services are accounted over the period of rendering of services. Invoicing in excess of revenues are classified as contract liabilities. Contract liabilities pertains to advance consideration received towards sale of extended warranty and other services by the Company.

2.5.3 Income from Royalty

Revenue from royalty is recognised on an accrual basis in accordance with the substance of the relevant arrangements.

2.6 Other Income

Dividend income from investments is recognised when the shareholders' right to receive payment has been established.

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably.

2.7 Leases

2.7.1 The Company as Lessor

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Amounts due from lessees under finance leases are recognised as receivables at the amount of the Company's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Company's net investment outstanding in respect of the leases. When the Company is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. The sublease is classified as a finance or operating lease by reference to the right of-use asset arising from the head lease.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Where the rentals are structured solely to increase in line with expected general inflation to compensate for the Company's expected inflationary cost increases, such increases are recognised in the reporting period in which such benefits accrue.

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The Company did not make any adjustments to the accounting for assets held as a lessor as a result of adopting the new lease standard.

2.7.2 The Company as Lessee

The Company assesses whether a contract contains a lease, at inception of a contract. At the date of commencement of the lease, the Company recognises a 'right-of-use' asset and a corresponding liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease

Right-of-use asset are measured at cost comprising the following:

- the amount of initial measurement of liability
- any lease payments made at or before the commencement date less the incentives received
- any initial direct costs, and
- restoration costs

They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use asset are depreciated over the shorter of asset's useful life and the lease term on a straight-line basis. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable.

Lease liabilities measured at amortised cost include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by the Company under residual value guarantees
- the exercise price of purchase option if the Company is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability. The lease payments are discounted using the rate of interest implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Company, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in the similar economic environment with similar terms, security and conditions.

The Company accounts for each lease component within the contract as a lease separately from non-lease components of the contract in accordance with Ind AS 116 and allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Lease payments are apportioned between finance expenses and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability. Finance expenses are recognised immediately in the statement of profit and loss, unless they are directly attributable to qualifying assets. Variable lease payments are recognised in the statement of profit and loss in the reporting period in which the condition that triggers those payments that occur.

2.8 Foreign Currencies

2.8.1 Functional and Presentation Currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Indian rupee (₹), which is the Company's functional and presentation currency.

2.8.2 Transactions and Balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in statement of profit and loss. They are deferred in equity if they relate to qualifying cash flow hedges.

2.9 Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are

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assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Interest income earned on the temporary investment of surplus funds out of specific borrowings pending their expenditure on qualifying assets are deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in the Statement of profit or loss in the period in which they are incurred.

2.10 Employee Benefits

2.10.1 Short-term Obligations

Liabilities for wages and salaries including non-monetary benefits that are expected to be settled within the operating cycle after the end of the period in which the employees render the related services are recognised in the period in which the related services are rendered and are measured at the undiscounted amount expected to be paid.

2.10.2 Other Long-Term Employee Benefit Obligations

Liabilities for leave encashment and compensated absences which are not expected to be settled wholly within the operating cycle after the end of the period in which the employees render the related service are measured at the present value of the estimated future cash outflows using the projected unit credit method. The benefits are discounted using the market yields at the end of the reporting period on Government bonds that have terms approximating to the terms of the related obligation. Remeasurements as a result of experience adjustments and changes in actuarial assumptions are recognised in statement of profit and loss.

2.10.3 Post-Employment Obligations

Defined Benefit Plans

The Company has defined benefit plans namely gratuity, provident fund and retirement allowance for employees. The gratuity fund and provident fund are recognised by the income tax authorities and are administered through trusts set up by the Company. Any shortfall in the size of the fund maintained by the trust is additionally provided for in statement of profit and loss.

The liability or asset recognised in the balance sheet in respect of gratuity plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by actuaries using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows by reference to market yields at the end of the reporting period on Government bonds that have terms approximating to the terms of the related obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in statement of profit and loss.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the reporting period in which they occur, directly in other comprehensive income. They are included in retained earnings in the statement of changes in equity and in the balance sheet.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in statement of profit and loss as past service cost.

Defined Contribution Plans

The Company has defined contribution plans for post-employment benefit namely the superannuation fund which is recognised by the income tax authorities. This fund is administered through a trust set up by the Company and the Company's contribution thereto is charged to statement of profit and loss every year. The Company has no further payment obligations once the contributions have been paid.

The Company also maintains an insurance policy to fund a post-employment medical assistance scheme, which is a defined contribution plan. The Company's contribution to State Plans namely Employees' State Insurance Fund and Employees' Pension Scheme are charged to the statement of profit and loss every year.

Termination Benefits

A liability for the termination benefit is recognised at the earlier of when the Company can no longer withdraw the offer of the termination benefit and when the Company recognises any related restructuring costs.

2.11 Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

2.11.1 Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from 'profit before tax' as reported in the statement of profit and loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Company's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

2.11.2 Deferred Tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profits. Deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax assets are recognised for all deductible temporary differences and incurred tax losses to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

2.11.3 Current and Deferred Tax for the year

Current and deferred tax are recognised in statement of profit and loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the income taxes are also recognised in other comprehensive income or directly in equity respectively.

2.12 Property, Plant and Equipment

Property, plant and equipment are stated at cost of acquisition or construction less accumulated depreciation less accumulated impairment, if any. Freehold land is measured at cost and is not depreciated.

Such assets are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. Other repairs and maintenance of revenue nature are charged to statement of profit and loss during the reporting period in which they are incurred.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from continued use of asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of asset and recognised in statement of profit and loss.

Depreciation Methods, Estimated useful Lives and Residual Value

Depreciation is calculated using the straight-line method on a pro-rata basis from the commissioning month in which each asset is ready for intended use to allocate their cost, net of their residual values, over their estimated useful lives.

Estimated useful life of assets are as follows which is based on technical evaluation of the useful lives of the assets:

Particulars	Useful Life
Building	3-60 years
Plant and machinery other than Dies and Jigs	8 years
Dies and jigs	5 years
Electronic data processing equipment	3 years
Furniture and fixtures	10 years
Office appliances	5 years
Railway Sidings	15 years
Vehicles	8-10 years

The assets' residual values, estimated useful lives and depreciation method are reviewed at the end of each

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reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

All assets, the individual written down value of which at the beginning of the year is ₹ 5,000 or less, are depreciated at the rate of 100%. Assets purchased during the year costing ₹ 5,000 or less are depreciated at the rate of 100%.

Gains and losses on disposal are determined by comparing proceeds with carrying amount and are credited / debited to statement of profit and loss.

Freehold land and Leasehold land in the nature of perpetual lease is not amortised.

2.13 Intangible Assets

2.13.1 Intangible Assets Acquired Separately

Lump sum royalty, computer software and engineering support fee are stated at cost less accumulated amortisation and impairment. Intangible assets are amortized over their respective individual estimated useful lives on a straight-line basis, from the date that they are available for use. Amortization methods and useful lives are reviewed periodically including at each financial year end.

2.13.2 Amortisation Methods and Useful Lives

Intangible assets are amortized on a Straight Line basis over the estimated useful economic life in the statement of Profit and loss. The estimated useful life of intangible assets i.e. Software, Lump sum royalty and Engineering support fee has been estimated as of five years. The amortization period and the amortization method for an intangible asset is reviewed at the end of each financial year. If any of these expectations differ from previous estimates, such change is accounted for as a change in an accounting estimate. An intangible asset is derecognised when no future economic benefits are expected from use.

2.14 Impairment of Tangible and Intangible Assets

At the end of each reporting period, the Company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

2.15 Inventories

Inventories are valued at the lower of cost, determined on the weighted average basis and net realisable value.

The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Cost of inventories also include all other costs incurred in bringing the inventories to their present location and condition. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

Machinery spares (other than those supplied along with main plant and machinery, which are capitalised and depreciated accordingly) are charged to statement of profit and loss on consumption except those valued at ₹ 5,000 or less individually, which are charged to revenue in the year of purchase.

2.16 Provisions and Contingencies

Provisions: Provisions are recognised when there is a present obligation as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and there is a reliable estimate of the amount of the obligation. Provisions are determined by discounting the expected future cash flows at a pre tax rate that reflects current market assessment of the time value of money and the risks specific to the liability.

Contingent Liabilities: Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non occurrence of one or more uncertain future events not wholly within the control of the Company or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle or a reliable estimate of the amount cannot be made.

2.17 Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the instruments.

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Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial instruments (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in statement of profit and loss. Subsequently, financial instruments are measured according to the category in which they are classified.

2.18 Financial Assets

All purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

2.18.1 Classification of Financial Assets

Classification of financial assets depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

The Company classifies its financial assets in the following measurement categories:

- Those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and
- Those measured at amortised cost

The classification depends on the Company's business model for managing the financial assets and the contractual terms of the cash flows.

A financial asset that meets the following two conditions is measured at amortised cost unless the asset is designated at fair value through profit or loss under the fair value option:

- Business model test : the objective of the Company's business model is to hold the financial asset to collect the contractual cash flows.
- Cash flow characteristic test : the contractual term of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A financial asset that meets the following two conditions is measured at fair value through other comprehensive income unless the asset is designated at fair value through profit or loss under the fair value option:

- Business model test : the financial asset is held within a business model whose objective is achieved by both collecting cash flows and selling financial assets.
- Cash flow characteristic test : the contractual term of the financial asset gives rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are measured at fair value through profit or loss.

2.18.2 Investments in Equity Instrument at fair Value Through Other Comprehensive Income (FVTOCI)

On initial recognition, the Company can make an irrevocable election (on an instrument by instrument basis) to present the subsequent changes in fair value in other comprehensive income pertaining to investments in equity instrument. This election is not permitted if the equity instrument is held for trading. These elected investments are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains / losses arising from changes in fair value recognised in other comprehensive income. This cumulative gain or loss is not reclassified to statement of profit and loss on disposal of the investments.

The Company has equity investments in certain entities which are not held for trading. The Company has elected the fair value through other comprehensive income irrevocable option for all such investments. Dividend on these investments are recognised in statement of profit and loss.

2.18.3 Equity Investment in Subsidiaries, Associates and Joint Ventures

Investments representing equity interest in subsidiaries, associates and joint ventures are carried at cost less any provision for impairment. Investments are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable.

2.18.4 Financial Assets at fair Value Through Profit or Loss (FVTPL)

Investment in equity instrument are classified at fair value through profit or loss, unless the Company irrevocably

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elects on initial recognition to present subsequent changes in fair value in other comprehensive income for investments in equity instruments which are not held for trading.

Financial assets that do not meet the amortised cost criteria or fair value through other comprehensive income criteria are measured at fair value through profit or loss. A financial asset that meets the amortised cost criteria or fair value through other comprehensive income criteria may be designated as at fair value through profit or loss upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would arise from measuring assets and liabilities or recognising the gains or losses on them on different bases.

Investments in debt based mutual funds are measured at fair value through profit or loss.

Financial assets which are fair valued through profit or loss are measured at fair value at the end of each reporting period, with any gains or losses arising on remeasurement recognised in statement of profit and loss.

2.18.5 Cash and Cash Equivalents

In the cash flow statement, cash and cash equivalents includes cash in hand, cheques and drafts in hand, balances with bank and deposits held at call with financial institutions, short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet and forms part of financing activities in the cash flow statement. Book overdraft are shown within other financial liabilities in the balance sheet and forms part of operating activities in the cash flow statement.

2.18.6 Impairment of Financial Assets

The Company assesses impairment based on expected credit losses (ECL) model to the following :

- financial assets measured at amortised cost
- financial assets measured at fair value through other comprehensive income

Expected credit loss are measured through a loss allowance at an amount equal to :

- the twelve month expected credit losses (expected credit losses that result from those default events on the financial instruments that are possible within twelve months after the reporting date); or
- full life time expected credit losses (expected credit losses that result from all possible default events over the life of the financial instrument).

For trade receivables or any contractual right to receive cash or another financial asset that result from transactions that are within the scope of Ind AS 115, the Company always measures the loss allowance at an amount equal to lifetime expected credit losses.

2.18.7 Derecognition of Financial Assets

A financial asset is derecognised only when

- The Company has transferred the rights to receive cash flows from the financial asset or
- Retains the contractual rights to receive the cash flows of the financial asset, but assumes a contractual obligation to pay the cash flows to one or more recipients.

2.18.8 Foreign Exchange Gains and Losses

The fair value of financial assets denominated in a foreign currency is determined in that foreign currency and translated at the exchange rate at the end of each reporting period. For foreign currency denominated financial assets measured at amortised cost or fair value through profit or loss the exchange differences are recognised in statement of profit and loss except for those which are designated as hedge instrument in a hedging relationship. Further change in the carrying amount of investments in equity instruments at fair value through other comprehensive income relating to changes in foreign currency rates are recognised in other comprehensive income.

2.19 Financial Liabilities and Equity Instruments

2.19.1 Classification of Debt or Equity

Debt or equity instruments issued by the Company are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

2.19.2 Equity Instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

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2.19.3 Financial Liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest rate method or at fair value through profit or loss.

2.19.3.1 Trade and other Payables

Trade and other payables represent liabilities for goods or services provided to the Company prior to the end of financial year which are unpaid.

2.19.3.2 Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in statement of profit and loss over the period of the borrowings using the effective interest rate method.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in statement of profit and loss.

2.19.3.3 Foreign Exchange Gains or Losses

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments and are recognised in statement of profit and loss.

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the exchange rate at the end of the reporting period. For financial liabilities that are measured as at fair value through profit or loss, the foreign exchange component forms part of the fair value gains or losses and is recognised in statement of profit and loss.

2.19.3.4 Lease Liabilities

The lease liability is initially measured at amortized cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Company changes its assessment if whether it will exercise an extension or a termination option.

2.19.3.5 Derecognition of Financial Liabilities

The Company derecognises financial liabilities when, and only when, the Company's obligations are discharged, cancelled or have expired.

2.20 Derivative Financial Instruments

The Company enters into foreign exchange forward contracts and certain other derivative financial instruments to manage its exposure to foreign exchange rate risks and commodity price risks. Further details of derivative financial instruments are disclosed in note 33.

Derivatives are initially recognised at fair value at the date the derivative contracts are entered into and are subsequently remeasured to their fair value at the end of each reporting period. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. The resulting gain or loss is recognised in statement of profit and loss immediately unless the derivative is designated and effective as a hedging instrument which is recognised in other comprehensive income (net of tax) and presented as a separate component of equity which is later reclassified to profit or loss when the hedge item affects profit or loss.

2.20.1 Embedded Derivatives

Derivatives embedded in a host contract that is an asset within the scope of Ind AS 109 are not separated. Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Derivatives embedded in all other host contract are separated only if the economic characteristics and risks of the embedded derivative are not closely related to the economic characteristics and risks of the host and are measured at fair value through profit or loss. Embedded derivatives closely related to the host contracts are not separated.

2.21 Hedge Accounting

The Company designates certain hedging instruments, in respect of foreign currency risk, as either fair value hedges or cash flow hedges. Hedges of foreign exchange risk on firm commitments are accounted for as cash flow hedges.

At the inception of the hedge relationship, the entity documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an on-going basis, the Company documents whether the

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hedging instrument is highly effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk.

Changes in the fair value of these contracts that are designated and effective as hedges of future cash flows are recognised in other comprehensive income (net of tax) and the ineffective portion is recognised immediately in the statement of profit and loss. Amount accumulated in equity are reclassified to the profit or loss in the periods in which the forecasted transaction occurs.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. For forecast transactions, any cumulative gain or loss on the hedging instrument recognised in other equity is retained there until the forecast transaction occurs.

Note 33 sets out details of the fair values of the derivative instruments used for hedging purposes.

2.22 Offsetting Financial Instruments

Financial assets and liabilities are offset and the net amount is reported in the balance sheet where there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Company or the counterparty.

2.23 Government Grant

Government grants are recognised where there is reasonable assurance that the Company will comply with the conditions attaching to them and the grants will be received.

Government grants are recognised in statement of profit and loss on a systematic basis over the periods in which the Company recognises as expense the related cost for which the grants are intended to compensate.

2.24 Earning Per Share

Basic earning per share has been computed by dividing the net income by the weighted average number of shares outstanding during the year. Diluted earning per share has been computed using the weighted average number of shares and diluted potential shares, except where the result would be anti-dilutive.

2.25 Dividends

Final dividends on shares are recorded on the date of approval by the shareholders of the Company.

2.26 Royalty

The Company pays / accrues for royalty in accordance with the relevant licence agreements.

2.27 Business Combinations

Acquisitions of subsidiaries and businesses are accounted for using the acquisition method. Acquisition related costs are recognized in statement of profit and loss as incurred. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition are recognized at their fair value at the acquisition date, except certain assets and liabilities that are required to be measured as per the applicable standard.

Purchase consideration in excess of the Company's interest in the acquiree's net fair value of identifiable assets, liabilities and contingent liabilities is recognized as goodwill. Excess of the Company's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over the purchase consideration is recognized, after reassessment of fair value of net assets acquired, in the Capital Reserve.

Common Control

A business combination involving entities or businesses under common control is a business combination in which all of the combining entities or businesses are ultimately controlled by the same party or parties both before and after the business combination and the control is not transitory.

Business combinations involving entities under common control are accounted for using the pooling of interests method. The net assets of the transferor entity or business are accounted at their carrying amounts on the date of the acquisition subject to necessary adjustments required to harmonise accounting policies. Any excess or shortfall of the consideration paid over the share capital of transferor entity or business is recognised as capital reserve under equity.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

2.28 Rounding of Amounts

All amounts disclosed in the financial statements and the accompanying notes have been rounded off to the nearest million as per the requirement of Schedule III of the Companies Act 2013, unless otherwise stated.

3 APPLICABILITY OF NEW AND REVISED IND AS

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time.

On March 31, 2023, MCA amended the Companies (Indian Accounting Standards) Amendment Rules, 2023, as below-

Ind AS 1 - Presentation of Financial Statements - This amendment requires the entities to disclose their material accounting policies rather than their significant accounting policies. The effective date for adoption of this amendment is annual periods beginning on or after April 1, 2023. The Company has evaluated the amendment and the impact of the amendment is insignificant in the standalone financial statements.

Ind AS 8 - Accounting Policies, Changes in Accounting Estimates and Errors - This amendment has introduced a definition of 'accounting estimates' and included amendments to Ind AS 8 to help entities distinguish changes in accounting policies from changes in accounting estimates. The effective date for adoption of this amendment is annual periods beginning on or after April 1, 2023. The Company has evaluated the amendment and there is no impact on its standalone financial statements.

Ind AS 12 - Income Taxes - The effective date for adoption of this amendment is annual periods beginning on or after April 1, 2023. The Company has evaluated the amendment and there should be no material impact on its standalone financial statements.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

4 PROPERTY, PLANT AND EQUIPMENT AND CAPITAL WORK-IN-PROGRESS

	As at 31.03.2023	As at 31.03.2022
Carrying amount of		
Freehold Land	61,754	40,382
Buildings	20,727	19,421
Railway Siding	723	-
Plant and Machinery	78,855	63,765
Electronic Data Processing (EDP) Equipment	810	797
Furniture, Fixtures and Office Appliances	1,741	1,860
Vehicles	2,056	1,770
	166,666	**127,995**
Capital work-in-progress	28,081	26,391
	194,747	**154,386**

	Freehold Land^	Buildings	Railway Siding	Plant and Machinery	EDP Equipment	Furniture, Fixtures and Office Appliances	Vehicles	Total
Gross carrying amount								
Balance at April 01, 2021	40,033	27,808	-	222,554	2,917	4,018	1,732	**299,062**
Additions	355	1,426	-	10,496	520	435	1,166	**14,398**
Disposal / adjustments*	(6)	(126)	-	(6,007)	(206)	(20)	(421)	**(6,786)**
Balance at March 31, 2022	**40,382**	**29,108**	**-**	**227,043**	**3,231**	**4,433**	**2,477**	**306,674**
Additions	21,376	2,764	727	38,639	646	495	1,115	**65,762**
Disposal / adjustments*	(4)	(150)	-	(4,010)	(204)	(92)	(775)	**(5,235)**
Balance at March 31, 2023	**61,754**	**31,722**	**727**	**261,672**	**3,673**	**4,836**	**2,817**	**367,201**
Accumulated depreciation and impairment								
Balance at April 01, 2021	-	8,157	-	144,704	2,044	2,038	608	**157,551**
Depreciation expenses	-	1,595	-	23,088	594	548	271	**26,096**
Disposal / adjustments*	-	(65)	-	(4,514)	(204)	(13)	(172)	**(4,968)**
Balance at March 31, 2022	**-**	**9,687**	**-**	**163,278**	**2,434**	**2,573**	**707**	**178,679**
Depreciation expenses	-	1,407	4	23,012	632	597	337	**25,989**
Disposal / adjustments*	-	(99)	-	(3,473)	(203)	(75)	(283)	**(4,133)**
Balance at March 31, 2023	**-**	**10,995**	**4**	**182,817**	**2,863**	**3,095**	**761**	**200,535**
Carrying amount								
Balance at April 01, 2021	40,033	19,651	-	77,850	873	1,980	1,124	**141,511**
Additions	355	1,426	-	10,496	520	435	1,166	**14,398**
Disposal / adjustments*	(6)	(61)	-	(1,493)	(2)	(7)	(249)	**(1,818)**
Depreciation expenses	-	(1,595)	-	(23,088)	(594)	(548)	(271)	**(26,096)**
Balance at March 31, 2022	**40,382**	**19,421**	**-**	**63,765**	**797**	**1,860**	**1,770**	**127,995**
Additions	21,376	2,764	727	38,639	646	495	1,115	**65,762**
Disposal / adjustments*	(4)	(51)	-	(537)	(1)	(17)	(492)	**(1,102)**
Depreciation expenses	-	(1,407)	(4)	(23,012)	(632)	(597)	(337)	**(25,989)**
Balance at March 31, 2023	**61,754**	**20,727**	**723**	**78,855**	**810**	**1,741**	**2,056**	**166,666**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

4.1 Notes on Property, Plant and Equipment

1 Plant and Machinery includes a Gas Turbine jointly owned by the Company with its group companies and other companies having carrying amount as at 31.03.2023 is Nil (as at 31.03.2022 is Nil).

2 A part of freehold land of the Company situated at Gurugram, Manesar and in the state of Gujarat has been made available to its group companies / fellow subsidiary for their business purpose.

^Above includes 69.19 acres of vacant land parcels in the State of Gujarat amounting to ₹ 174 million (as at 31.03.2022 ₹ 174 million) acquired by the Company for expansion activities, which are under litigation / title disputes.

* Adjustment includes the intra-head re-grouping of amounts.

4.2 List of immovable properties not yet registered in the name of the Company

Below items are part of Property, Plant and Equipment as at March 31, 2023

Description of item of property	Carrying Value as at March 31, 2023	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/director or employee of promoter/director	Property held since which date	Reasons for not being held in the name of the Company	Whether disputed
Land	113	Government of Gujarat	No	18-11-2013	Title of the land got reversed in the name of Government of Gujarat as per the order passed by District Collector, Ahmedabad.	Yes
	21,312	Government of Haryana	No	26-08-2022	The Company has been allotted the Land through Regular Letter of Allotment (RLA) and is in possession and occupant of the land. As per terms of RLA conveyance deed can be executed in 2 years from date of possession which will be done well within the stipulated time lines.	No
Building	12	Adani Ports and Special Economic Zone Limited	No	08-06-2011	The Company is in possession and occupant of the Flats but conveyance has not been done by the builder. It appears they can give on long term lease only. The Company have taken up strongly with the builder for suitable resolution.	No
	12	Excel Venture construction Pt. Ltd. / Jharkhand State Housing Board	No	01-04-2012	There is a ongoing litigation between the builder (M/S Excel Venture Construction Pvt Ltd) and Govt Authority (Jharkhand Housing Board) regarding the percentage ownership of the project as land belongs to JHB and construction done by builder. The registration of flats can be undertaken after settlement of litigation. The Company are in continuous discussion with the builder for early resolution.	Yes
Total	**21,449**					

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Below items are part of Property, Plant and Equipment as at March 31, 2022

Description of Item of Property	Carrying Value as at March 31, 2022	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/director or employee of promoter/director	Property held since which date	Reasons for not being held in the name of the Company	Whether disputed
Land	113	Government of Gujarat	No	18-11-2013	Title of the land got reversed in the name of Government of Gujarat as per the order passed by District Collector, Ahmedabad.	Yes
Building	12	Adani Ports and Special Economic Zone Limited	No	08-06-2011	The Company is in possession and occupant of the flats but conveyance deed are yet to be executed by Adani Ports and Special Economic Zone Limited. The Company is in discussion with Adani Ports and Special Economic Zone Limited to register the flats in its name.	No
	12	Excel Venture construction Pvt. Ltd. / Jharkhand State Housing Board	No	01-04-2012	There is a ongoing litigation between M/S Excel Venture Construction Pvt Ltd. and Jharkhand Housing Board (Government authority) regarding the percentage ownership of the project as the land belongs to Jharkhand Housing Board and construction was done by M/S Excel Venture Construction Private Limited. The Company is in discussion with M/S Excel Venture Construction Private Limited for registration of flats. The registration of flats can be undertaken after settlement of litigation.	Yes
Total	**137**					

4.3 Capital wok-in-progress ageing schedule as at March 31, 2023

(a) Capital work-in-progress

Particulars	Amount in capital work-in-progress for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	24,153	3,273	349	202	27,977
Projects temporarily suspended	-	-	-	104	104
Total	**24,153**	**3,273**	**349**	**306**	**28,081**

(b) For capital-work-in progress, whose completion is overdue or has exceeded its cost compared to its original plan

Particulars	To be completed in				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Buildings	-	15	-	-	15
Plant & Machinery	7,528	46	1	279	7,854
Total	**7,528**	**61**	**1**	**279**	**7,869**
Projects temporarily suspended					
Buildings	104	-	-	-	104

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Capital wok-in-progress ageing schedule as at March 31, 2022

(a) Capital work-in-progress

Particulars	Amount in capital work-in-progress for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	22,223	3,545	305	199	26,272
Projects temporarily suspended	-	-	3	116	119
Total	**22,223**	**3,545**	**308**	**315**	**26,391**

(b) For capital-work-in progress, whose completion is overdue or has exceeded its cost compared to its original plan

Particulars	To be completed in				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Buildings	501	-	-	-	501
Plant & Machinery	12,917	1,362	-	-	14,279
Total	**13,418**	**1,362**	**-**	**-**	**14,780**
Projects temporarily suspended					
Buildings	119	-	-	-	119

5 INTANGIBLE ASSETS & INTANGIBLE ASSETS UNDER DEVELOPMENT

	As at 31.03.2023	As at 31.03.2022
Carrying amount of		
Software	722	197
Lumpsum royalty and engineering support fee	4,757	3,302
Total Intangible assets	**5,479**	**3,499**
Intangible assets under development	889	2,903
	6,368	**6,402**

	Software	Lumpsum royalty and engineering support fee	Total
Gross carrying amount			
Balance at April 01, 2021	-	9,674	9,674
Additions	216	2,649	2,865
Balance at March 31, 2022	**216**	**12,323**	**12,539**
Additions / transfer	614	3,446	4,060
Balance at March 31, 2023	**830**	**15,769**	**16,599**
Accumulated amortisation and impairment			
Balance at April 01, 2021	-	7,432	7,432
Amortisation expenses	19	1,589	1,608
Balance at March 31, 2022	**19**	**9,021**	**9,040**
Amortisation expenses	89	1,991	2,080
Balance at March 31, 2023	**108**	**11,012**	**11,120**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

	Software	Lumpsum royalty and engineering support fee	Total
Carrying amount			
Balance at April 01, 2021	-	2,242	2,242
Additions / transfer	216	2,649	2,865
Amortisation expenses	(19)	(1,589)	(1,608)
Balance at March 31, 2022	**197**	**3,302**	**3,499**
Additions / transfer	614	3,446	4,060
Amortisation expenses	(89)	(1,991)	(2,080)
Balance at March 31, 2023	**722**	**4,757**	**5,479**

5.1 Intangible assets under development ageing schedule as at March 31, 2023

Particulars	Amount in Intangible assets under development for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	276	613	-	-	889

Intangible assets under development ageing schedule as at March 31, 2022

Particulars	Amount in Intangible assets under development for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	1,909	994	-	-	2,903

6 INVESTMENTS

	As at 31.03.2023	As at 31.03.2022
Non-current		
Investments in equity instruments		
- Subsidiary companies	295	295
- Associate companies	3,126	3,126
- Joint venture companies	373	373
- Others	15,245	13,296
Investments in preference shares	-	-
Investments in debt mutual funds	458,525	349,542
	477,564	**366,632**
Current		
Investments in debt mutual funds	-	41,001
	-	**41,001**
Aggregate value of unquoted investments	463,952	395,021
Aggregate value of quoted investments	13,662	12,662
Market value of quoted investments	15,800	14,841
Aggregate provision for diminution in value of investments	50	50

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

6.1 Investments in subsidiaries

Break-up of investment in subsidiaries (carrying amount at cost)

	As at 31.03.2023		As at 31.03.2022	
	Number	Amount	Number	Amount
Unquoted investments (fully paid up)				
J.J Impex (Delhi) Limited (Formerly JJ Impex (Delhi) Private Limited) (Face value of ₹ 10 each)	8,800,000	294	8,800,000	294
True Value Solutions Limited (Face value of ₹ 10 each)	50,000	1	50,000	1
Total aggregate unquoted investments		**295**		**295**

6.2 Investments in associates

Break-up of investment in associates (carrying amount at cost)

	As at 31.03.2023		As at 31.03.2022	
	Number	Amount	Number	Amount
Quoted investments (fully paid up)				
Bharat Seats Limited (Face value of ₹ 2 each)	4,650,000	5	4,650,000	5
Jay Bharat Maruti Limited (Face value of ₹ 5 each)	12,680,000	16	12,680,000	16
Machino Plastics Limited (Face value of ₹ 10 each)	941,700	5	941,700	5
Total aggregate quoted investments (A)		**26**		**26**
Aggregate market value of quoted investments		**2,164**		**2,205**

	As at 31.03.2023		As at 31.03.2022	
	Number	Amount	Number	Amount
Unquoted investments (fully paid up)				
Caparo Maruti Limited (Face value of ₹ 10 each)	2,500,000	25	2,500,000	25
Hanon Climate Systems India Private Limited (Face value of ₹ 100 each)	518,700	52	518,700	52
Krishna Maruti Limited (Face value of ₹ 10 each)	670,000	7	670,000	7
SKH Metals Limited (Face value of ₹ 10 each)	2,645,000	49	2,645,000	49
Nippon Thermostat (India) Limited (Face value of ₹ 10 each)	125,000	1	125,000	1
Mark Exhaust Systems Limited (Face value of ₹ 10 each)	4,437,465	57	4,437,465	57
Bellsonica Auto Components India Private Limited (Face value of ₹ 100 each)	3,540,000	354	3,540,000	354
FMI Automotive Components Private Limited (Face value of ₹ 10 each)	44,100,000	441	44,100,000	441

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

	As at 31.03.2023		As at 31.03.2022	
	Number	Amount	Number	Amount
Manesar Steel Processing India Private Limited (Face value of ₹ 10 each)	6,840,000	68	6,840,000	68
Maruti Suzuki Insurance Broking Private Limited (Face value of ₹ 10 each)	751,643	2	751,643	2
Bahucharaji Rail Corporation Limited (Face value of ₹ 10 each)	204,417,200	2,044	204,417,200	2,044
Total aggregate unquoted investments (B)		**3,100**		**3,100**
Total investments carrying value (A) + (B)		**3,126**		**3,126**

6.3 Investments in joint ventures

Break-up of investment in joint ventures (carrying amount at cost)

	As at 31.03.2023		As at 31.03.2022	
	Number	Amount	Number	Amount
Unquoted Investments (fully paid up)				
Plastic Omnium Auto Inergy Manufacturing India Private Limited (Face value of ₹ 10 each)	6,656,000	67	6,656,000	67
Marelli Powertrain India Private Limited (Face value of ₹ 10 each)	8,550,000	85	8,550,000	85
Maruti Suzuki Toyotsu India Private Limited (Face value of ₹ 10 each)	22,050,000	221	22,050,000	221
Total aggregate unquoted investment		**373**		**373**

6.4 Other equity instruments

Investments in equity instruments at fair value through other comprehensive income

	As at 31.03.2023		As at 31.03.2022	
	Number	Amount	Number	Amount
Quoted Investments (fully paid up)				
Asahi India Glass Limited (Face value of ₹ 1 each)	26,995,200	12,210	26,995,200	11,612
JTEKT India Limited (Formerly known as Sona Koyo Steering Systems Limited) (Face value of ₹ 1 each)	13,800,000	1,426	13,800,000	1,024
Total aggregate quoted Investments (i)		**13,636**		**12,636**
Unquoted Investments (fully paid up)				
Denso India Private Limited (Face value of ₹ 10 each)	2,862,758	288	2,862,758	359
Haryana Orbital Rail Corporation Limited (Face value of ₹ 10 each)	130,000,000	1,300	30,000,000	300
Sociograph Solutions Private Limited (Face value of ₹ 10 each)	2,106	20	-	-
Total aggregate unquoted Investments (ii)		**1,608**		**659**
Investment in equity shares of Section 8 Company				
International Automobile Centre of Excellence (Face value of ₹ 10 each)	100,000	1	100,000	1
Investment in equity shares of Section 8 Company (iii)		**1**		**1**
Investments in other equity instruments [i+ii+iii]		**15,245**		**13,296**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

6.5 Investment in unquoted preference shares

	As at 31.03.2023		As at 31.03.2022	
	Number	Amount	Number	Amount
Western Paques (India) Limited (Face value of ₹ 100 each)	500,000	50	500,000	50
Less: allowance for diminution in value		(50)		(50)
Total Investment in unquoted preference shares		**-**		**-**

6.6 Investments in unquoted debt mutual funds*

	As at 31.03.2023		As at 31.03.2022	
	Current	Non Current	Current	Non Current
Fixed term debt maturity plans	-	3,526	16,389	3,411
Open ended debt schemes	-	454,999	24,612	346,131
Total Investments in unquoted debt mutual funds	**-**	**458,525**	**41,001**	**349,542**

* Includes debt mutual funds for Employee Welfare Fund as at 31.03.2023 : ₹ 2,595 million (as at 31.03.2022 : ₹ 2,484 million)

7 LOANS (unsecured and considered good, unless otherwise stated)

	As at 31.03.2023	As at 31.03.2022
Non Current		
Employee related loans and advances	1	1
Inter corporate deposits- unsecured considered doubtful	125	125
Allowance for doubtful Intercorporate deposits	(125)	(125)
Others	1	1
	2	**2**
Current		
Employee related loans and advances	297	305
	297	**305**

8 TRADE RECEIVABLES

	As at 31.03.2023	As at 31.03.2022
Unsecured - considered good	32,958	20,301
- significant increase in credit risk	27	27
Allowance for doubtful debts	(27)	(27)
	32,958	**20,301**

8.1 The credit risk to the Company is limited since most of the sales are made against advances or letter of credit/bank guarantees from banks of national standing. The credit period generally allowed on domestic sales varies from 30 to 45 days (excluding transit period). The credit period on export sales varies on case to case basis, based on market conditions.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

8.2 Trade Receivables ageing schedule as at March 31, 2023

Particulars	Outstanding for following periods from due date of payments						Total
	Not Due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade receivables –considered good	30,528	2,393	2	30	1	4	32,958
Disputed Trade Receivables –which have significant increase in credit risk	-	-	-	-	-	27	27
Less: allowance for doubtful debts	-	-	-	-	-	(27)	(27)
Total	**30,528**	**2,393**	**2**	**30**	**1**	**4**	**32,958**

Trade Receivables ageing schedule as at March 31, 2022

Particulars	Outstanding for following periods from due date of payments						Total
	Not Due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade receivables –considered good	19,922	329	31	14	1	4	20,301
Disputed Trade Receivables –which have significant increase in credit risk	-	-	-	-	1	26	27
Less: allowance for doubtful debts	-	-	-	-	(1)	(26)	(27)
Total	**19,922**	**329**	**31**	**14**	**1**	**4**	**20,301**

9 OTHER FINANCIAL ASSETS (unsecured and considered good, unless otherwise stated)

	As at 31.03.2023	As at 31.03.2022
Non-current		
Financial assets carried at amortised cost		
Security deposits	453	242
Others	127	128
	580	**370**
Current		
Financial assets carried at amortised cost		
Interest accrued - unsecured	1	87
Recoverable from related parties (Refer to note 34)	21,367	25,410
Others - considered good	491	387
- considered doubtful	28	28
Less: provision for doubtful assets	(28)	(28)
Financial assets carried at fair value		
Foreign currency and commodity forward contract not qualifying or not designated in hedge accounting relationships	-	8
	21,859	**25,892**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

10 INVENTORIES

	As at 31.03.2023	As at 31.03.2022
Inventories (lower of cost and net realisable value)		
Raw materials	20,759	18,080
Work-in-progress	2,096	2,299
Finished goods		
Vehicle	7,658	5,509
Vehicle spares and components	418	344
Traded goods		
Vehicle	1,916	909
Vehicle spares and components	5,079	4,069
Stores and spares	3,329	3,064
Loose Tools	1,583	1,057
	42,838	**35,331**
Inventory includes in transit inventory of:		
Raw materials	7,094	6,383
Stock in trade	86	82

10.1 The cost of inventories recognised as an expense during the year in respect of continuing operations was ₹ 939,038 million (previous year ₹ 732,397 million).

The cost of inventories recognised as an expense includes ₹ 64 million (previous year ₹ 55 million) in respect of write-downs of inventory to net realisable value.

The mode of valuation of inventories has been stated in note 2.15.

11 CASH AND BANK BALANCES

11.1 Cash and cash equivalents:

	As at 31.03.2023	As at 31.03.2022
Balances with Banks	334	314
Cheques, drafts in hand	-	6
	334	**320**

11.2 Other bank balances:

	As at 31.03.2023	As at 31.03.2022
Deposits*	-	30,000
Unclaimed dividend accounts	43	42
	43	**30,042**

*Original maturity period is more than twelve months but less than 12 months from the balance sheet date.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

12 OTHER ASSETS (unsecured and considered good, unless otherwise stated)

	As at 31.03.2023	As at 31.03.2022
Non-current		
Capital advances - considered good	5,564	10,650
Prepaid expenses	3,623	3,250
Amount paid under protest / dispute	12,260	11,232
Claims - unsecured considered good	3	42
- unsecured : significant increase in credit risk	7	7
Less : allowance for doubtful claims	(7)	(7)
Others	33	30
	21,483	**25,204**
Current		
Balance with customs, port trust and other government authorities	9,295	9,558
Claims	675	1,097
Prepaid expenses	1,804	1,297
Balance with related parties (Refer to note 34)	4,842	1,814
Others - considered good	1,054	854
- considered doubtful	268	269
Less: allowance for doubtful balances	(268)	(269)
	17,670	**14,620**

13 EQUITY SHARE CAPITAL

	As at 31.03.2023	As at 31.03.2022
Authorised share capital:		
3,751,000,000 equity shares of ₹ 5 each (as at 31.03.22: 3,751,000,000 equity shares of ₹ 5 each)	18,755	18,755
Issued, subscribed and fully paid up share capital comprises:		
302,080,060 equity shares of ₹ 5 each (as at 31.03.22: 302,080,060 equity shares of ₹ 5 each)	1,510	1,510

13.1 Rights, preference and restriction attached to shares

The Company has one class of equity shares having a par value of ₹ 5 per share. Each shareholders is eligible for one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

13.2 Reconciliation of number of shares

	As at 31.03.2023		As at 31.03.2022	
	Number of shares	Amount	Number of shares	Amount
Balance as at the beginning of the year	302,080,060	1,510	302,080,060	1,510
Add / Less: Movement during the year	-	-	-	-
Balance as at the end of the year	**302,080,060**	**1,510**	**302,080,060**	**1,510**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

13.3 Details of shares held by the holding company

	As at 31.03.2023		As at 31.03.2022	
	Number of shares	Amount	Number of shares	Amount
Suzuki Motor Corporation, Japan	170,628,962	853	170,283,762	851
	170,628,962	**853**	**170,283,762**	**851**

13.4 Details of shares held by each shareholder holding more than 5% shares

	As at 31.03.2023		As at 31.03.2022	
	Number of shares	% holding	Number of shares	% holding
Suzuki Motor Corporation (The Holding Company)	170,628,962	56.48	170,283,762	56.37
Life Insurance Corporation of India	9,373,679	3.10	16,107,297	5.33

14 OTHER EQUITY

	As at 31.03.2023	As at 31.03.2022
General reserve	29,309	29,309
Securities premium	4,241	4,241
Reserve created on amalgamation	9,153	9,153
Retained earnings	541,980	479,986
Employee welfare fund	2,321	2,234
Scientific research fund	2,087	2,087
Reserve for equity instruments through other comprehensive income	13,219	12,340
	602,310	**539,350**

14.1 General reserve

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	29,309	29,309
Add / Less: Movement during the year	-	-
Balance at the end of year	**29,309**	**29,309**

The general reserve is free reserve which is created from time to time on transfer of profits from retained earnings. General reserve is created by transfer from one component of equity to another and is not an item of other comprehensive income, items included in general reserve will not be reclassified subsequently to profit or loss.

14.2 Securities premium

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	4,241	4,241
Add / Less: Movement during the year	-	-
Balance at the end of year	**4,241**	**4,241**

Securities premium represents premium received on equity shares issued, which can be utilised only in accordance with the provisions of the Companies Act, 2013 (“the Act”) for specified purposes.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

14.3 Reserve created on amalgamation

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	9,153	9,153
Add / Less: Movement during the year	-	-
Balance at the end of year	**9,153**	**9,153**

This reserve was created on the basis of the scheme of amalgamation of erstwhile Suzuki Powertrain India Limited (SPIL) with the Company as approved by the High Court of Delhi in the year ended 31st March 2013.

14.4 Retained earnings

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	479,986	455,741
Profit for the year	80,492	37,663
Other comprehensive income arising from remeasurement of defined benefit obligation*	(286)	208
Income on funds	(119)	(106)
Expenses on funds	32	74
Payment of dividend on equity shares	(18,125)	(13,594)
Balance at the end of year	**541,980**	**479,986**

During the year, a dividend of ₹ 60 per share, total dividend ₹ 18,125 million (previous year : ₹ 45 per share, total dividend ₹ 13,594 million) was paid to equity shareholders.

The Board of Directors recommended a final dividend of ₹ 90 per share (nominal value of ₹ 5 per share) for the financial year 2022-23. This dividend is subject to approval by the shareholders at the Annual General Meeting and has not been accounted as liability in these financial statements. The total expected amount of cash outflow is ₹ 27,187 million.

* net of deferred tax assets of ₹ 58 million (previous year deferred tax liabilities ₹ 12 million)

14.5 Reserve for equity instruments through other comprehensive income

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	12,340	9,425
Net fair value gain/(loss) on investment in equity instruments at FVTOCI	929	3,170
Income tax on net fair value gain/(loss) on investments in equity instruments at FVTOCI	(50)	(255)
Balance at the end of year	**13,219**	**12,340**

This reserves represents the cumulative gains and losses arising on the revaluation of equity instruments measured at fair value through other comprehensive income, net of amount reclassified to retained earnings when those assets have been disposed of.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

14.6 Employee Welfare Fund

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	2,234	2,202
Income during the year	119	106
Expenses / adjustment during the year	(32)	(74)
Balance at the end of year	**2,321**	**2,234**

This reserve was created for undertaking welfare activities such as housing, education and health for the employees of the Company by appropriating 1% of profit after tax in previous years.

14.7 Scientific Research Fund

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	2,087	2,087
Addition during the year	-	-
Balance at the end of year	**2,087**	**2,087**

This reserve was created for promotion of scientific research and technology in India by appropriating 1% of profit after tax in previous years. No expenditure has been done from this fund during the current year.

15 BORROWINGS

	As at 31.03.2023	As at 31.03.2022
Current		
Unsecured		
Loans repayable on demand from banks		
- Cash credit and overdraft	12,158	3,819
	12,158	**3,819**

15.1 Summary of borrowing arrangements

Loan repayable on demand from banks (cash credit and overdraft) at an interest rate of 5.50% to 7.50%, repayable within 0-10 days (as at 31.03.22: interest rate of 4.95% to 5.0%, repayable within 0-10 days w.r.t cash credit, overdraft and term loan)

15.2 Breach of loan agreement

There has been no breach of covenants mentioned in the loan agreements during the reporting period.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

16 OTHER FINANCIAL LIABILITIES

	As at 31.03.2023	As at 31.03.2022
Current		
Financial liabilities carried at amortised cost		
Payables to capital creditors	8,959	8,008
Deposits from dealers, contractors and others	8,539	8,351
Claims payable	92	3,643
Interest accrued on security deposits	15	3
Unpaid dividend *	43	42
Book overdraft	283	187
Others	606	10
	18,537	**20,244**

* There are no amounts due for payment to the Investor Education and Protection Fund under Section 125(1) of the Companies Act, 2013.

17 PROVISIONS

	As at 31.03.2023	As at 31.03.2022
Non-current		
Provisions for employee benefits		
Provision for retirement allowance and post retirement medical benefit Plan	357	332
Other provisions		
Provision for warranty and product recall	519	501
	876	**833**

	As at 31.03.2023	As at 31.03.2022
Current		
Provisions for employee benefits		
Provision for retirement allowance and post retirement medical benefit Plan	14	11
Provision for compensated absences	5,429	4,914
Other provisions		
Provision for litigation / disputes and others	3,007	2,444
Provision for warranty and product recall	1,174	1,244
	9,624	**8,613**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Details of other provisions

	Litigation / Dispute and others		Warranty / Product recall	
	Year ended 31.03.2023	Year ended 31.03.2022	Year ended 31.03.2023	Year ended 31.03.2022
Balance as at the beginning of the year	2,444	1,997	1,745	1,137
Addition / adjustment during the year	1,455	447	1,359	2,050
Utilised/ reversed during the year	892	-	1,411	1,442
Balance as at the end of the year	**3,007**	**2,444**	**1,693**	**1,745**

	Litigation / Dispute and others		Warranty / Product recall	
	As at 31.03.2023	As at 31.03.2022	As at 31.03.2023	As at 31.03.2022
Classified as long term	-	-	519	501
Classified as short term	3,007	2,444	1,174	1,244
Total	**3,007**	**2,444**	**1,693**	**1,745**

Provisions for employee benefits
The provision for employee benefits include compensated absences and retirement allowance.

Provision for warranty and product recall
Provision is made for estimated warranty claims in respect of products sold which are still under warranty at the end of the reporting period. These claims are expected to be settled as and when warranty claims will arise. Management estimates the provision based on historical warranty claim information and any recent trends that may suggest future claims could differ from historical amounts.

Provision for litigation / disputes
In the ordinary course of business, the Company faces claims by various parties. The Company assesses such claims and monitors the legal environment on an ongoing basis, with the assistance of external legal counsel, wherever necessary. The Company records a liability for any claim where a potential loss is probable and capable of being estimated and discloses such matters in its financial statements, if material. For potential losses that are considered possible, but not probable, the Company provides disclosure in the financial statements but does not record a liability in its accounts unless the loss becomes probable (also refer to note 37).

18 DEFERRED TAX ASSETS (NET)

	As at 31.03.2023	As at 31.03.2022
Deferred tax assets	7,159	6,467
Deferred tax liabilities	3,748	4,440
Net deferred tax assets / (liabilities)	**3,411**	**2,027**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Movement of deferred tax assets / (liabilities) for the year ended March 31, 2023

	Opening Balance	Recognised in statement of profit and loss	Recognised in other comprehensive income	Closing Balance
Deferred tax assets				
Expenses deductible in future years	1,540	163	-	1,703
Provision for litigation / dispute	252	159	-	411
Allowance for doubtful debts / advances	121	(7)	-	114
Property, plant and equipment and Intangible assets	4,543	376	-	4,919
Others	11	(57)	58	12
	6,467	**634**	**58**	**7,159**
Deferred tax liabilities				
Investment in debt mutual funds	3,252	(1,670)	-	1,582
Investment in equity instruments	274	-	50	324
Other current and non-current assets	1,003	423	-	1,426
Others	(89)	505	-	416
	4,440	**(742)**	**50**	**3,748**
Net deferred tax assets / (liabilities)	**2,027**	**1,376**	**8**	**3,411**

Movement of deferred tax assets / (liabilities) for the year ended March 31, 2022

	Opening Balance	Recognised in statement of profit and loss	Recognised in Other Comprehensive Income	Closing Balance
Deferred tax assets				
Expenses deductible in future years	1,438	102	-	1,540
Provision for litigation / dispute	247	5	-	252
Allowance for doubtful debts / advances	124	(3)	-	121
Property, plant and equipment and Intangible assets	3,066	1,477	-	4,543
Others	9	14	(12)	11
	4,884	**1,595**	**(12)**	**6,467**
Deferred tax liabilities				
Investment in debt mutual funds	7,690	(4,438)	-	3,252
Investment in equity instruments	19	-	255	274
Other current and non-current assets	1,040	(37)	-	1,003
Others	(18)	(71)	-	(89)
	8,731	**(4,546)**	**255**	**4,440**
Net deferred tax assets / (liabilities)	**(3,847)**	**6,141**	**(267)**	**2,027**

Note: Deferred tax assets and deferred tax liabilities have been offset as they are governed by the same taxation laws.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

19 OTHER LIABILITIES

	As at 31.03.2023	As at 31.03.2022
Non-current		
Contract liabilities (Deferred revenue)	25,849	21,811
	25,849	**21,811**
Current		
Advance from customers	14,558	11,246
Contract liabilities (Deferred revenue)	9,541	8,585
Statutory dues	7,139	8,848
	31,238	**28,679**

Note: During the year, the Company has recognised revenue of ₹ 8,585 million which was included in the Contract liability balance as on April 1, 2022 (for the year ended March 31, 2022 ₹ 7,716 million which was included in the Contract liability balance as on April 1, 2021).

20 TRADE PAYABLES

	As at 31.03.2023	As at 31.03.2022
Total outstanding dues of micro and small enterprises	1,761	1,081
Total outstanding dues of creditors other than micro and small enterprises	116,043	96,529
	117,804	**97,610**

20.1 Disclosure under Section 22 of the Micro, Small and Medium Enterprises Development Act, 2006 (MSMED)

		As at 31.03.2023	As at 31.03.2022
a.	Amounts payable to suppliers under MSME Development Act, 2006 (suppliers) as at year end		
	- Principal	1,761	1,081
	- Interest due thereon	7	4
b.	Payments made to suppliers beyond the appointed day during the year		
	- Principal	594	227
	- Interest paid thereon	2	1
c.	Amount of Interest due and payable for delay in payment (which have been paid but beyond the appointed day during the year) but without adding the interest under MSME Development Act, 2006	1	-
d.	Amount of interest accrued and remaining unpaid as at year end	8	4

Dues to micro and small enterprises have been determined to the extent such parties have been identified on the basis of intimation received from the "suppliers" regarding their status under the Micro, Small and Medium Enterprises Development Act, 2006.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Trade Payables ageing schedule as at March 31, 2023

Particulars	Outstanding for following periods from due date of payment					Total
	Not Due	Less than 1 years	1-2 years	2-3 years	More than 3 years	
MSME	1,333	417	8	1	2	1,761
Others	94,111	11,587	478	44	221	106,441
Unbilled	9,602	-	-	-	-	9,602
Total	**105,046**	**12,004**	**486**	**45**	**223**	**117,804**

Trade Payables ageing schedule as at March 31, 2022

Particulars	Outstanding for following periods from due date of payment					Total
	Not Due	Less than 1 years	1-2 years	2-3 years	More than 3 years	
MSME	1,000	78	2	-	1	1,081
Others	59,634	2,063	15	14	110	61,836
Unbilled	34,693	-	-	-	-	34,693
Total	**95,327**	**2,141**	**17**	**14**	**111**	**97,610**

21 TAX ASSETS / LIABILITIES

	As at 31.03.2023	As at 31.03.2022
Non-Current tax assets		
Taxes Paid (Net)	5,729	5,429
Current tax liabilities		
Income tax payable (Net)	11,566	11,104

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

22 REVENUE FROM OPERATIONS

	Year ended 31.03.2023	Year ended 31.03.2022
Sale of products		
Vehicles	983,198	737,912
Spare parts / dies and moulds / components	141,810	100,069
	1,125,008	**837,981**
Other operating revenues		
Income from services	12,354	13,381
Sale of scrap	7,490	6,411
Recovery of freight & service charges	25,739	21,475
Rental Income	444	434
Others	4,194	3,274
	50,221	**44,975**
	1,175,229	**882,956**

Refer to note 8.1 for payment terms with customers.
Revenue from contract with customers is disaggregated by geographical region and presented in Note 30.

Reconciliation of revenue recognised with contract price:

	Year ended 31.03.2023	Year ended 31.03.2022
Contract price (Gross)	1,216,769	915,217
Adjustments for:		
Discount & Incentives as per contract/scheme bulletins	(41,540)	(32,261)
Revenue From Operations	**1,175,229**	**882,956**

23 OTHER INCOME

	Year ended 31.03.2023	Year ended 31.03.2022
Interest income on		
Bank deposits	1,459	1,282
Income tax refund	4	-
Receivables from dealers	307	459
Advance to vendors	6	-
Others	76	4
	1,852	**1,745**
Dividend income		
Dividend from equity investments	268	519
	268	**519**
Others		
Net gain on sale of investments in debt mutual funds	1,809	2,046
Fair valuation gain on investment in debt mutual funds	17,279	13,625
Exchange variations on transactions and translation (net)	405	-
	19,493	**15,671**
	21,613	**17,935**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

24 MATERIAL CONSUMED

24.1 Cost of materials consumed

	Year ended 31.03.2023	Year ended 31.03.2022
Raw material inventory at the beginning of year	18,080	14,747
Add: Purchases during the year	469,379	400,720
Less: Raw material inventory at the end of year	20,759	18,080
	466,700	**397,387**

24.2 Changes in inventories of finished goods, work-in-progress and stock-in-trade

	Year ended 31.03.2023	Year ended 31.03.2022
Opening balances		
Work in progress	2,299	1,483
Finished goods manufactured		
Vehicle	5,509	5,376
Vehicle spares and components	344	364
Traded goods		
Vehicle	909	1,439
Vehicle spares and components	4,069	3,549
	13,130	**12,211**
Closing balances		
Work in progress	2,096	2,299
Finished goods manufactured		
Vehicle	7,658	5,509
Vehicle spares and components	418	344
Traded goods		
Vehicle	1,916	909
Vehicle spares and components	5,079	4,069
	17,167	**13,130**
	(4,037)	**(919)**

25 EMPLOYEE BENEFITS EXPENSES

	Year ended 31.03.2023	Year ended 31.03.2022
Salaries and wages	40,165	35,040
Contribution to provident and other funds	2,124	2,096
Staff welfare expenses	3,762	3,086
	46,051	**40,222**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

26 FINANCE COSTS

	Year ended 31.03.2023	Year ended 31.03.2022
Interest costs:		
Cash credit and overdrafts	324	118
Deposits from dealers, contractors and others	653	577
Others	889	564
	1,866	**1,259**

27 DEPRECIATION AND AMORTISATION EXPENSES

	Year ended 31.03.2023	Year ended 31.03.2022
Depreciation of property, plant and equipment	25,989	26,096
Amortisation of intangible assets	2,080	1,608
Depreciation of right-of-use assets (Refer to note 35)	164	161
	28,233	**27,865**

28 OTHER EXPENSES

	Year ended 31.03.2023	Year ended 31.03.2022
Consumption of stores (Refer to note 42)	2,337	2,089
Power and fuel [net of amount recovered ₹ 245 million (previous year ₹ 238 million)]	7,884	6,295
Rent (refer to note 35)	20,379	17,472
Repair and maintenance: plant and machinery	3,249	2,450
Repair and maintenance: building	432	417
Repair and maintenance: others	2,288	1,832
Insurance	561	528
Rates, taxes and fees	438	173
Royalty	42,217	30,054
Tools / machinery spares charged off	4,266	3,174
Exchange variations on transactions and translation (net)	-	630
Advertisement	9,476	6,679
Sales promotion	4,289	3,074
Warranty and product recall	1,359	2,050
Transportation and distribution expenses	38,194	31,119
Net loss on sale / discarding of property, plant and equipment	115	458
Corporate social responsibility expenses (refer note below)	632	1,007
Other miscellaneous expenses*	19,923	17,293
	158,039	**126,794**

* Does not include any item of expenditure with a value of more than 1% of the revenue from operations. Further, it includes political contributions amounting to ₹ 200 Million (Previous Years Nil) under Section 182 of the Companies Act, 2013 made during the year.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Note on Corporate Social Responsibility

		Year ended 31.03.2023	Year ended 31.03.2022
i)	Amount required to be spent by the company during the year	624	961
ii)	Amount of expenditure incurred*	632	1,007
iii)	Shortfall at the end of the year	-	-
iv)	Total of previous years shortfall	-	-
v)	Reason for shortfall	Not Applicable	
vi)	Nature of CSR activities	Community development, skill development and road safety	
vii)	Details of related party transactions#	8	20
viii)	**Provision movement during the year:**		
	Balance in the beginning of the year	10	-
	Addition during the year	10	10
	Utilised during the year	10	-
	Balance at the end of the year	**10**	**10**
ix)	**Details of excess amount spent**		
	Balance in the beginning of the year	46	-
	Amount required to be spent during the year	624	961
	Amount spent during the year	632	1,007
	Balance at the end of the year	**54**	**46**

* Amount spend during the year

Particulars		Year ended 31.03.2023			Year ended 31.03.2022		
		In Cash	Yet to be paid in cash	Total	In Cash	Yet to be paid in cash	Total
i)	Construction/Acquisition of any assets	124	2	126	369	6	375
ii)	Purposes other than (i) above	495	11	506	610	22	632
		619	**13**	**632**	**979**	**28**	**1,007**

(i) Represents tools and equipment purchased at ITI under skill development activities

(ii) Providing grant for procurement of tools, equipment and machineries under skill Development activities to International Automobile Centre of Excellence

29 INCOME TAXES

29.1 Income tax recognised in profit or loss

	Year ended 31.03.2023	Year ended 31.03.2022
Current tax		
In respect of the current year	23,370	14,392
In respect of prior years	(895)	(91)
	22,475	14,301
Deferred tax		
In respect of the current year	(2,255)	(6,230)
In respect of prior years	879	89
	(1,376)	(6,141)
Total income tax expense recognised in the current year	**21,099**	**8,160**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

The income tax expense for the year can be reconciled to the accounting profit as follows

	Year ended 31.03.2023	Year ended 31.03.2022
Profit before tax	**101,591**	**45,823**
Tax at the Indian Tax Rate of 25.168% (previous year 25.168%)	25,568	11,533
Differential tax rate on fair value gain on investments	(3,484)	898
Differential tax rate on capital gain on sale of investments	(1,253)	(4,642)
Effect of expenses that are not deductible in determining taxable profit	159	243
Others	125	130
	21,115	**8,162**
Adjustments recognised in the current year in relation to the current tax of prior years	(16)	(2)
Income tax expenses recognised in the statement of profit or loss	**21,099**	**8,160**

The tax rate used for the current year reconciliation above is the corporate tax rate of 25.168% (previous year 25.168%) payable by corporate entities in India on taxable profits under the Indian tax law.

29.2 Income tax recognised in other comprehensive income

	Year ended 31.03.2023	Year ended 31.03.2022
Deferred tax assets / (liabilities)		
Arising on income and expenses recognised in other comprehensive income		
Net fair value gain on investment in equity shares at FVTOCI	(50)	(255)
Remeasurement of defined benefit obligation	58	(12)
Total income tax recognised in other comprehensive income	**8**	**(267)**
Bifurcation of the income tax recognised in other comprehensive income into : -		
Items that will not be reclassified to profit or loss	8	(267)
	8	**(267)**

30 SEGMENT INFORMATION

The Company is primarily in the business of manufacturing, purchase and sale of motor vehicles, components and spare parts ("automobiles"). The other activities of the Company comprise facilitation of pre-owned car sales, fleet management and car financing. The income from these activities is not material in financial terms but such activities contribute significantly in generating demand for the products of the Company.

The Board of Directors of the Company, which has been identified as being the Chief Operating Decision Maker (CODM), evaluates the Company's performance, allocate resources based on the analysis of the various performance indicator of the Company as a single unit. Therefore there is no reportable segment for the Company.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

30.1 Entity wide disclosure

	Domestic	Overseas	Total
Revenue from operations			
2022-23	1,027,049	148,180	**1,175,229**
2021-22	758,049	124,907	**882,956**
Non current segment assets			
As at 31.03.2023	212,583	-	**212,583**
As at 31.03.2022	177,117	-	**177,117**

a) Domestic information includes sales and services to customers located in India.

b) Overseas information includes sales and services rendered to customers located outside India.

c) Non-current segment assets includes property, plant and equipment, capital work in progress, intangible assets, intangible assets under development, capital advances and right to use of assets.

d) No customer individually accounted for more than 10% of the Company's revenue

31 EARNINGS PER SHARE

	Year ended 31.03.2023	Year ended 31.03.2022
Basic earnings per share (₹)	266.46	124.68
Diluted earnings per share (₹)	**266.46**	**124.68**
Profit attributable to the equity shareholders of the Company used in calculating basic earning per share and diluted earning per share	80,492	37,663
Weighted average number of equity shares for the purpose of basic earning per share and diluted earning per share (numbers)	302,080,060	302,080,060

32 EMPLOYEE BENEFIT PLANS

The various benefits provided to employees by the company are as under:

A. Defined contribution plans

a) Superannuation fund

b) Post employment medical assistance scheme

c) Employers contribution to Employee State Insurance Act 1948

d) Employers contribution to Employee's Pension Scheme 1995

During the year the Company has recognised the following amounts in the statement of profit and loss:

	Year ended 31.03.2023	Year ended 31.03.2022
Employers contribution to Superannuation Fund *	191	163
Employers contribution on Post Employment Medical Assistance Scheme *	29	21
Employers contribution on Employee's Pension Scheme 1995 *	322	326

* Included in 'Contribution to provident and other funds'

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

B. Defined benefit plans and other long term benefits

a) Contribution to Gratuity Funds - Employee's Gratuity Fund

b) Leave encashment / compensated absence

c) Retirement allowance

d) Provident fund

e) Post retirement medical benefit plan

These plans typically expose the Company to actuarial risks such as: investment risk, interest rate risk, longevity risk and salary risk.

Investment risk
The probability or likelihood of lower returns as compared to the expected return on any particular investment.

Interest risk
The plan exposes the Company to the risk of fall in interest rates. A fall in interest rates will result in an increase in the ultimate cost of providing the above benefit and will thus result in an increase in the value of the liability.

Longevity risk
The present value of defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

Salary risk
The present value of the defined benefit plan is calculated with the assumption of salary increase rate of plan participants in future. Deviation in the rate of increase of salary in future for plan participants from the rate of increase in salary used to determine the present value of obligation will have a bearing on the plan's liability.

The principal assumptions used for the purpose of the actuarial valuations were as follows:

	Provident Fund*	Leave Encashment / Compensated Absence	Employees Gratuity Fund	Retirement Allowance	Post Retirement Medical Benefit Plan
As at 31.03.23					
Discount rate(s)	NA	7.45%	7.45%	7.45%	7.45%
Rate of increase in compensation level	NA	7.00%	7.00%	NA	NA
Expected average remaining working lives of employees (years)	23	23	23	23	4
As at 31.03.22					
Discount rate(s)	NA	7.30%	7.30%	7.30%	7.30%
Rate of increase in compensation level	NA	7.00%	7.00%	NA	NA
Expected average remaining working lives of employees (years)	23	23	23	23	5

*In respect of Provident Fund, Interest rate guarantee (per annum) is 8.15% (Previous year 8.10%)

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Components of expenses recognised in the statement of profit or loss in respect of:

	Provident Fund	Leave Encashment / Compensated Absence	Employees Gratuity Fund	Retirement Allowance	Post Retirement Medical Benefit Plan
Year ended 31.03.23					
Current service cost	1,114	410	419	14	43
Past service cost	-	-	-	-	-
Actuarial Loss / (gain)	-	731	-	-	-
Net interest cost / (income) on the net defined benefit liability / (asset)	-	348	(12)	7	18
Expenses recognised in profit or loss	**1,114**	**1,489**	**407**	**21**	**61**
Year ended 31.03.22					
Current service cost	995	424	425	14	51
Past service cost	-	-	-	-	124
Actuarial Loss / (gain)	-	462	-	-	-
Net interest cost / (income) on the net defined benefit liability / (asset)	-	300	(16)	6	7
Expenses recognised in profit or loss	**995**	**1,186**	**409**	**20**	**182**

Components of expenses recognised in the other comprehensive income in respect of:

	Employees Gratuity Fund	Retirement Allowance	Post Retirement Medical Benefit Plan
Year ended 31.03.23			
Actuarial (gains) / losses			
- changes in demographic assumptions	-	-	6
- changes in financial assumptions	(122)	(2)	(6)
- experience variance	302	(15)	(37)
Return on plan assets, excluding amount recognised in net interest expense	218	-	-
Component of defined benefit costs recognised in other comprehensive income	**398**	**(17)**	**(37)**
Year ended 31.03.22			
Actuarial (gains) / losses			
- changes in demographic assumptions	(6)	-	(15)
- changes in financial assumptions	(364)	(6)	(3)
- experience variance	217	(16)	(12)
Return on plan assets, excluding amount recognised in net interest expense	(15)	-	-
Component of defined benefit costs recognised in other comprehensive income	**(168)**	**(22)**	**(30)**

The current service cost and the interest expense for the year are included in the 'Employee benefits expense' in the statement of profit or loss.

The remeasurement of the net defined benefit liability is included in Other comprehensive income

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

The amount included in the balance sheet arising from the entity's obligation in respect of its defined benefit plans is as follows

	Provident Fund	Leave Encashment / Compensated Absence	Employees Gratuity Fund	Retirement Allowance	Post Retirement Medical Benefit Plan
As at 31.03.23					
Present value of obligation	34,253	5,429	6,367	95	276
Fair value of plan assets	34,609	-	5,954	-	-
Surplus / (deficit)	**356**	**(5,429)**	**(413)**	**(95)**	**(276)**
Effects of asset ceiling, if any*	356	-	-	-	-
Net asset / (liability)	**-**	**(5,429)**	**(413)**	**(95)**	**(276)**
As at 31.03.22					
Present value of obligation	30,814	4,914	5,592	91	252
Fair value of plan assets	32,054	-	5,752	-	-
Surplus / (deficit)	**1,240**	**(4,914)**	**160**	**(91)**	**(252)**
Effects of asset ceiling, if any*	1,240	-	159	-	-
Net asset / (liability)	**-**	**(4,914)**	**1**	**(91)**	**(252)**

* The Company has an obligation to make good the shortfall, if any.

Classification into long term and short term:

	Employees Gratuity Fund	Leave Encashment/ Compensated Absence	Retirement Allowance	Post Retirement Medical Benefit Plan
As at 31.03.23				
Classified as long term	-	-	92	265
Classified as short term	413	5,429	3	11
Total	**413**	**5,429**	**95**	**276**
As at 31.03.22				
Classified as long term	-	-	88	244
Classified as short term	-	4,914	3	8
Total	**-**	**4,914**	**91**	**252**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Movement in the present value of the defined benefit obligation are as follows:

	Provident Fund	Leave Encashment / Compensated Absence	Employees Gratuity Fund	Retirement Allowance	Post Retirement Medical Benefit Plan
Year ended 31.03.23					
Present value of obligation as at the beginning	**30,814**	**4,914**	**5,592**	**91**	**252**
Current service cost	1,114	410	419	14	43
Interest expense or cost	2,121	348	408	7	18
Employees' contribution	2,799	-	-	-	-
Transfer in	(404)	-	-	-	-
Remeasurement (or actuarial) (gain) / loss arising from:					
- change in demographic assumptions	-	-	-	-	6
- change in financial assumptions	-	(51)	(122)	(2)	(6)
- experience variance	409	782	302	(15)	(37)
- others	-	-	-	-	-
Past service cost	-	-	-	-	-
Benefits paid	(2,600)	(974)	(232)	-	-
Present value of obligation as at the end	**34,253**	**5,429**	**6,367**	**95**	**276**
Year ended 31.03.22					
Present value of obligation as at the beginning	**26,887**	**4,536**	**5,141**	**93**	**100**
Current service cost	995	424	425	14	51
Interest expense or cost	1,887	300	352	6	7
Employees' contribution	2,611	-	-	-	-
Transfer in	492	-	-	-	-
Remeasurement (or actuarial) (gain) / loss arising from:					
- change in demographic assumptions	-	3	(6)	-	(15)
- change in financial assumptions	-	(149)	(364)	(6)	(3)
- experience variance	491	608	217	(16)	(12)
- others	-	-	-	-	-
Past service cost	-	-	-	-	124
Benefits paid	(2,549)	(808)	(173)	-	-
Present value of obligation as at the end	**30,814**	**4,914**	**5,592**	**91**	**252**

Movement in the fair value of the plan assets are as follows:

	Provident Fund		Employees Gratuity Fund	
	Year ended 31.03.2023	Year ended 31.03.2022	Year ended 31.03.2023	Year ended 31.03.2022
Fair value of plan assets at the beginning	**32,054**	**28,954**	**5,752**	**5,369**
Interest income	2,205	2,030	420	368
Employer's contribution	1,114	995	232	173
Employee's contribution	2,799	2,611	-	-
Transfer in	(404)	492	-	-
Benefits paid	(2,600)	(2,549)	(232)	(173)
Actuarial Gain/(Loss) on plan assets	(559)	(479)	(218)	15
Fair value of plan assets as at the end	**34,609**	**32,054**	**5,954**	**5,752**

Major categories of plan assets (as percentage of total plan assets)

	Provident Fund		Employees Gratuity Fund	
	Year ended 31.03.2023	Year ended 31.03.2022	Year ended 31.03.2023	Year ended 31.03.2022
Government Securities (Central and State)	48%	47%	0%	0%
Property	0%	1%	0%	0%
Corporate bonds	43%	44%	0%	0%
Equity Mutual Funds	8%	8%	0%	0%
Fund managed by insurer (including ULIP)	0%	0%	100%	100%
Special deposit scheme	1%	0%	0%	0%
Cash and cash equivalents	0%	0%	0%	0%
Total	**100%**	**100%**	**100%**	**100%**

The fair value of the above ULIP schemes are determined based on the Net Asset Value (NAV). Moreover, for other investments the fair value is taken as per the account statements of the insurance companies.

The weighted average duration of the defined benefit obligation of gratuity fund at 31.03.23 is 14 years (as at 31.03.22: 14 years).

The Company expects to make a contribution of ₹ 874 million (as at 31.03.22: ₹ 308 million) to the defined benefit plans during the next financial year.

Sensitivity analysis

Significant actuarial assumption for the determination of defined obligation are discount rate, expected salary growth rate, attrition rate and mortality rate. The sensitivity analysis below have been determined based on reasonably possible changes in respective assumption occurring at the end of reporting period, while holding all other assumptions constant.

If the discount rate increases (decreases) by 1%, the defined benefit obligation would decrease by ₹ 1,103 million (increase by ₹ 1,297 million) (As at 31.03.22: decrease by ₹ 996 million (increase by ₹ 1,177 million)).

If the expected salary growth rate increases (decreases) by 1%, the defined benefit obligation would increase by ₹ 1,162 million (decrease by ₹ 1,003 million) (As at 31.03.22: increase by ₹ 1,074 million (decrease by ₹ 931 million)).

The Code on Social Security, 2020 ('Code') relating to employee benefits during employment and post employment benefits received Presidential assent in September 2020. The Code has been published in the Gazette of India. However, the date on which the Code will come into effect has not been notified. The Company will assess the impact of the Code when it comes into effect and will record any related impact in the period the Code becomes effective.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

33 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

33.1 Financial instruments by category

Particulars	As at 31.03.2023				As at 31.03.2022			
	FVTPL	FVOCI	Amortised cost	Total Carrying Value	FVTPL	FVOCI	Amortised cost	Total Carrying Value
Financial assets								
Investments *								
- in equity instruments	-	15,245	-	15,245	-	13,296	-	13,296
- in debt mutual funds	458,525	-	-	458,525	390,543	-	-	390,543
Trade receivable	-	-	32,958	32,958	-	-	20,301	20,301
Cash and cash equivalents	-	-	334	334	-	-	320	320
Other bank balances	-	-	43	43	-	-	30,042	30,042
Loans	-	-	299	299	-	-	307	307
Security deposits	-	-	453	453	-	-	242	242
Foreign currency / commodity forward contracts	-	-	-	-	8	-	-	8
Interest accrued	-	-	1	1	-	-	87	87
Recoverable from related parties	-	-	21,367	21,367	-	-	25,410	25,410
Others	-	-	618	618	-	-	515	515
Total financial assets	**458,525**	**15,245**	**56,073**	**529,843**	**390,551**	**13,296**	**77,224**	**481,071**
Financial liabilities								
Borrowings	-	-	12,158	12,158	-	-	3,819	3,819
Trade payables	-	-	117,804	117,804	-	-	97,610	97,610
Deposits from dealers, contractors and others	-	-	8,539	8,539	-	-	8,351	8,351
Payable to capital creditors	-	-	8,959	8,959	-	-	8,008	8,008
Interest accrued	-	-	15	15	-	-	3	3
Unpaid dividend	-	-	43	43	-	-	42	42
Book overdraft	-	-	283	283	-	-	187	187
Lease liabilities	-	-	315	315	-	-	370	370
Claims payable	-	-	92	92	-	-	3,643	3,643
Others	-	-	606	606	-	-	10	10
Total financial liabilities	**-**	**-**	**148,814**	**148,814**	**-**	**-**	**122,043**	**122,043**

* Investment value excludes investment in subsidiaries of ₹ 295 million (as at 31.03.2022 : ₹ 295 million); investment in joint ventures of ₹ 373 million (as at 31.03.2022 : ₹ 373 million) and investment in associates of ₹ 3,126 million (as at 31.03.2022 : ₹ 3,126 million) which are shown at cost in balance sheet as per Ind AS 27 : Separate Financial Statements.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Fair value hierarchy

The following table provides an analysis of financial instruments that are measured at fair value and have been grouped into Level 1, Level 2 and Level 3 below:

As at 31.03.2023	Notes No	Level 1	Level 2	Level 3	Total
Financial assets					
Financial instruments at FVTPL					
Investments in debt mutual funds	6	454,999	3,526	-	**458,525**
Financial instruments at FVTOCI					
Quoted equity instruments	6	13,636	-	-	**13,636**
Unquoted equity instruments	6	-	-	1,609	**1,609**
Total financial assets		**468,635**	**3,526**	**1,609**	**473,770**

As at 31.03.2022	Notes No	Level 1	Level 2	Level 3	Total
Financial assets					
Financial instruments at FVTPL					
Investments in debt mutual funds	6	370,743	19,800	-	**390,543**
Foreign currency / commodity forward contracts	9	-	8	-	**8**
Financial instruments at FVTOCI					
Quoted equity instruments	6	12,636	-	-	**12,636**
Unquoted equity instruments	6	-	-	660	**660**
Total financial assets		**383,379**	**19,808**	**660**	**403,847**

Level 1: Quoted prices in the active market. This level of hierarchy includes financial assets that are measured by reference to quoted prices in the active market. This category consists of quoted equity shares and debt based open ended mutual funds.

Level 2: Valuation techniques with observable inputs. This level of hierarchy includes items measured using inputs other than quoted prices included within Level 1 that are observable for such items, either directly or indirectly. This level of hierarchy consists of debt based close ended mutual fund investments and over the counter (OTC) derivative contracts.

Level 3: Valuation techniques with unobservable inputs. This level of hierarchy includes items measured using inputs that are not based on observable market data (unobservable inputs). Fair value determined in whole or in part, using a valuation model based on assumptions that are neither supported by prices from observable current market transactions in the same instruments nor based on available market data. The main item in this category are unquoted equity instruments.

The fair value of the financial assets are determined at the amount that would be received to sell an asset in an orderly transaction between market participants. The following methods and assumptions were used to estimate the fair values:

Investments in debt mutual funds: Fair value is determined by reference to quotes from the financial institutions, i.e. net asset value (NAV) for investments in mutual funds declared by mutual fund house.

Derivative contracts: The Company has entered into variety of foreign currency and commodity forward contracts and swaps to manage its exposure to fluctuations in foreign exchange rates and commodity price risk. These financial exposures are managed in accordance with the Company's risk management policies and procedures. Fair value of derivative financial instruments are determined using valuation techniques based on information derived from observable market data.

Quoted equity investments: Fair value is derived from quoted market prices in active markets.

Unquoted equity investments: Fair value is derived on the basis of income approach, in this approach the discounted cash flow method is used to capture the present value of the expected future economic benefits to be derived from the ownership of these investments.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Reconciliation of Level 3 fair value measurement

	Unlisted equity instruments
As at 01.04.2021	**317**
Acquisition	300
Gains/(losses) recognised	
- in other comprehensive income	43
As at 31.03.2022	**660**
Acquisition	1,020
Gains/(losses) recognised	
- in other comprehensive income	(71)
As at 31.03.2023	**1,609**

33.2 Financial risk management

The Company's activities expose it to market risk, liquidity risk and credit risk. In order to minimise any adverse effects on the financial performance of the Company, derivative financial instruments, such as foreign exchange forward contracts, foreign currency option contracts are entered to hedge certain foreign currency risk exposures and interest rate swaps to hedge variable interest rate exposures. Derivatives are used exclusively for hedging purposes and not as trading or speculative instruments.

This note explains the sources of risk which the entity is exposed to and how the entity manages the risk and the impact of hedge accounting in the financial statements.

Risk	Exposure arising from	Measurement	Management
Credit risk	Cash and cash equivalents, trade receivables, derivative financial instruments, financial assets measured at amortised cost	Ageing analysis Credit rating	Diversification of bank deposits, credit limits and letter of credit
Liquidity risk	Business commitment and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities
Market risk - foreign exchange	Future commercial transactions Recognised financial assets and liabilities not denominated in Indian rupee (₹)	Cash flow forecasting Sensitivity analysis	Foreign exchange derivatives
Market risk - security prices	Investments in equity instruments and debt mutual funds	Sensitivity analysis	Portfolio diversification

The financial risk management of the Company is carried out under the policies approved by the Board of Directors. Within these policies, the Board provides written principles for overall risk management including policies covering specific areas, such as foreign exchange risk management, commodity risk management and investment of funds.

(A) Credit risk

Credit risk arises from the possibility that the counter party may not be able to settle their obligations. To manage trade receivable, the Company periodically assesses the financial reliability of customers, taking into account the financial conditions, economic trends, analysis of historical bad debts and aging of such receivables.

Financial instruments that are subject to such risk, principally consist of investments, trade receivables, loans and advances and derivative instruments. None of the financial instruments of the Company results in material concentration of credit risks.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Financial assets for which loss allowance is measured:

	Notes No.	As at 31.03.2023	As at 31.03.2022
Loans - non current	7	125	125
Trade receivables	8	27	27
Other financial assets - current	9	28	28

Other than financial assets mentioned above, none of the financial assets were impaired and there were no indications that defaults in payment obligations would occur.

(B) Liquidity risk

Liquidity risk refers to the risk that the Company can not meet its financial obligations. The objective of liquidity risk management is to maintain sufficient liquidity and to ensure funds are available for use as per the requirements.

The Company operates with a low Debt Equity ratio. The Company raises short term rupee borrowings for cash flow mismatches and hence carries no significant liquidity risk. The Company has access to the borrowing facilities of ₹ 49,700 million as at 31.03.2023 (₹ 49,700 million as at 31.03.2022) to honour any liquidity requirements arising for business needs. The Company has large investments in debt mutual funds which can be redeemed on a very short notice and hence carries negligible liquidity risk.

(i) Financing arrangements

The Company had access to the following borrowing facilities at the end of the reporting period:

	As at 31.03.2023	As at 31.03.2022
Floating rate		
- Expiring within one year (bank overdraft and other facilities)	49,700	49,700
- Expiring beyond one year (bank loans)	-	-
	49,700	**49,700**

(ii) Maturities of financial liabilities

The tables below analyse the Company's financial liabilities into relevant maturity groupings based on their contractual maturities:

The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

Contractual maturities of financial liabilities	Less than 1 year	More than 1 year	Total
As at 31st March 2023			
Borrowings	12,158	-	12,158
Trade payables	117,804	-	117,804
Lease Liabilities	66	249	315
Other financial liabilities	18,537	-	18,537
	148,565	**249**	**148,814**
As at 31st March 2022			
Borrowings	3,819	-	3,819
Trade payables	97,610	-	97,610
Lease Liabilities	68	302	370
Other financial liabilities	20,244	-	20,244
	121,741	**302**	**122,043**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

(C) Market risk

(i) Foreign currency risk

The Company has exposure to foreign currency risk on account of its payables and receivables in foreign currency which are mitigated through the guidelines under the foreign currency risk management policy approved by the Board of Directors. The Company enters into derivative financial instruments to mitigate the foreign currency risk.

- forward foreign exchange and options contracts for foreign currency risk mitigation

Foreign currency risk exposure

The carrying amounts of the Company's foreign currency denominated monetary assets and monetary liabilities at the end of year expressed in ₹, are as follows:

	JPY	USD	EURO	GBP
As at 31st March 2023				
Financial assets				
Trade receivables and other financial assets	9,240	4,222	1,676	-
Foreign exchange derivative contracts	-	-	-	-
Net exposure to foreign currency risk (assets)	**9,240**	**4,222**	**1,676**	**-**
Financial liabilities				
Trade payables and other financial liabilities	3,312	1,504	263	5
Foreign exchange derivative contracts	(2,751)	-	-	-
Net exposure to foreign currency risk	**561**	**1,504**	**263**	**5**

	JPY	USD	EURO	GBP
As at 31st March 2022				
Financial assets				
Trade receivables and other financial assets	11,872	3,981	369	-
Foreign exchange derivative contracts	-	-	-	-
Net exposure to foreign currency risk (assets)	**11,872**	**3,981**	**369**	**-**
Financial liabilities				
Trade payables and other financial liabilities	4,510	2,287	682	14
Foreign exchange derivative contracts	(2,509)	-	-	-
Net exposure to foreign currency risk	**2,001**	**2,287**	**682**	**14**

Foreign currency sensitivity analysis

The Company is mainly exposed to JPY, USD and EURO.

The following table details the Company's sensitivity to a 10% increase and decrease in the ₹ against the relevant foreign currencies. The sensitivity analysis includes only outstanding foreign currency denominated monetary items as tabulated above and adjusts their translation at the period end for a 10% change in foreign currency rates. The sensitivity analysis includes external loans. A positive number below indicates an increase in profit or equity and vice-versa.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

	Year ended 31.03.2023		Year ended 31.03.2022	
	₹ strengthens by 10%	₹ weakening by 10%	₹ strengthens by 10%	₹ weakening by 10%
Impact on profit or loss for the year				
JPY impact	(593)	593	(736)	736
USD Impact	(272)	272	(169)	169
EURO Impact	(141)	141	31	(31)

(ii) Security price risk

Exposure in equity

The Company is exposed to equity price risks arising from equity investments held by the Company and classified in the balance sheet as fair value through OCI.

Equity price sensitivity analysis

The sensitivity analysis below have been determined based on the exposure to equity price risks at the end of the year.

If the equity prices had been 5% higher / lower:

Other comprehensive income for the year ended March 31, 2023 would increase / decrease by ₹ 762 million (for the year ended March 31, 2022: increase / decrease by ₹ 665 million) as a result of the change in fair value of equity investment measured at FVTOCI.

Exposure in mutual funds

The Company manages the surplus funds majorly through investments in debt based mutual fund schemes. The price of investment in these mutual fund schemes is reflected though Net Asset Value (NAV) declared by the Asset Management Company on daily basis as reflected by the movement in the NAV of invested schemes. The Company is exposed to price risk on such Investments.

Mutual fund price sensitivity analysis

The sensitivity analysis below have been determined based on Mutual Fund Investment at the end of the reporting period.

If NAV has been 1% higher / lower:

Profit for year ended 31.03.2023 would increase / decrease by ₹ 4,585 million (for the year ended 31.03.2022 by ₹ 3,905 million) as a result of the changes in fair value of mutual fund investments.

33.3 Capital management

The Company's Objectives when managing capital are to:

- safeguard their ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders, and

- maintain an optimal capital structure to reduce the cost of capital

In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders or issue new shares.

The Company has large investments in debt mutual fund schemes wherein underlying portfolio is spread across securities issued by different issuers having different credit ratings. The credit risk of investments in debt mutual fund schemes is managed through investment policies and guidelines requiring adherence to stringent credit control norms based on external credit ratings. The credit quality of the entire portfolio investments is monitored on a quarterly basis. The Company's overall strategy remains unchanged from previous year.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

The following table provides detail of the debt and equity at the end of the reporting period :

	As at 31.03.2023	As at 31.03.2022
Borrowings	12,158	3,819
Cash and cash equivalents	(334)	(320)
Net debt	**11,824**	**3,499**
Total equity	603,820	540,860
Net debt to equity ratio	0.020	0.006

The Company is not subject to any externally imposed capital requirements.

33.4 Foreign exchange derivative contracts

The Company follows a consistent policy of mitigating foreign exchange risk by entering into appropriate hedging instruments as considered necessary from time to time. Depending on the future outlook on currencies, the Company may keep the exposures unhedged or hedged only as a part of the total exposure.

The Company does not enter into a foreign exchange derivative transactions for speculative purposes.

34 Related Party Transactions for the year ended 31st March, 2023

34.1 Description of related parties

Holding Company	Associates
Suzuki Motor Corporation, Japan (SMC)	Bharat Seats Limited
	Caparo Maruti Limited
Subsidiaries	Jay Bharat Maruti Limited
J.J. Impex (Delhi) Limited (Formerly J.J. Impex (Delhi) Private Limited)	Krishna Maruti Limited
True Value Solutions Limited	Machino Plastics Limited
Joint Ventures	SKH Metals Limited
Marelli Powertrain India Private Limited (Formerly known as Magneti Marelli Powertrain India Private Limited)	Nippon Thermostat (India) Limited
Plastic Omnium Auto Inergy Manufacturing India Private Limited	Bellsonica Auto Component India Private Limited
Maruti Suzuki Toyotsu India Private Limited	Mark Exhaust Systems Limited
	FMI Automotive Components Private Limited
	Maruti Suzuki Insurance Broking Private Limited (Formerly Maruti Insurance Broking Private Limited)
	Manesar Steel Processing India Private Limited
	Hanon Climate Systems India Private Limited
	Bahucharaji Rail Corporation Limited
Contribution to Post Retirement Benefit Plans	
Maruti Suzuki India Limited - Employees Group Gratuity Fund	
Maruti Suzuki India Limited - Employees Provident Fund Trust	
Maruti Suzuki India Limited - Employees Superannuation Fund	
Fellow Subsidiaries (only with whom the Company had transactions during the current period)	
Magyar Suzuki Corporation Ltd.	Taiwan Suzuki Automobile Corporation
Suzuki Motor Gujarat Private Limited	Suzuki Motor (Thailand) Co., Ltd.
PT Suzuki Indomobil Sales	Suzuki Thilawa Motor Co. Ltd
Suzuki Motor de Mexico, S.A. de C.V.	Suzuki Motorcycle India Private Ltd.
Vietnam Suzuki Corporation	Thai Suzuki Motor Co., Ltd.
Suzuki Motor Iberica, S.A.U.	Suzuki (Myanmar) Motor Co., Ltd.
Suzuki Australia Pty. Ltd.	Suzuki New Zealand Ltd.
Suzuki GB PLC	PT. Suzuki Indomobil Motor
Suzuki Auto South Africa (Pty) Ltd	TDS Lithium-Ion Battery Gujarat Private Limited (Formerly known as Automotive Electronics Power Private Limited)
Suzuki Philippines Inc.	Suzuki R&D Center India Private Limited
Suzuki Business Co., Ltd.	
Suzuki Digital Private Limited	
Investment in equity shares of Section 8 Company	
International Automobile Centre of Excellence	
Key Management Personnel (KMP)	
Mr. R. C. Bhargava	Chairman
Mr. Hisashi Takeuchi	Managing Director & CEO (w.e.f. June 30, 2022)
Mr. O. Suzuki	Director
Mr. T. Suzuki	Director
Mr. Takahiko Hashimoto	Director (till April 27, 2021)
Mr. Shigetoshi Torii	Director (w.e.f. April 28, 2021)
Mr. Kenichiro Toyofuku	Director
Mr. Kenichi Ayukawa	Director (w.e.f. June 30, 2022)
Mr. K. Saito	Director
Mr. Davinder Singh Brar	Independent Director
Mr. Rajinder Pal Singh	Independent Director
Ms. Lira Goswami	Independent Director
Mr. Maheswar Sahu	Independent Director
Mr. Ajay Seth	Chief Financial Officer
Mr. Sanjeev Grover	Company Secretary

34.2 Transactions with related parties

	For the year ended 31.03.2023	For the year ended 31.03.2022
Sale of goods to:		
- Holding Company, Suzuki Motor Corporation	63,374	52,272
- Subsidiaries	273	304
- Fellow Subsidiaries		
- Suzuki Motorcycle India Private Ltd.	15,222	11,915
- Others	9,704	7,600
	88,573	**72,091**
Investment in equity shares of joint venture/associate/subsidiary company	**-**	**1,459**
Purchase of goods from:*		
- Holding Company, Suzuki Motor Corporation	21,150	21,068
- Associates	79,338	79,263
- Joint Ventures	3,879	2,659
- Fellow Subsidiaries		
- Suzuki Motor Gujarat Private Limited	283,453	212,100
- Others	12,222	488
	400,042	**315,578**

* Figures are net of sale of coils & components

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

	For the year ended 31.03.2023	For the year ended 31.03.2022
Purchase of property, plant & equipment and intangible assets & intangible assets under development from:		
- Holding Company, Suzuki Motor Corporation	1,671	2,880
- Associates		
- Jay Bharat Maruti Limited	872	230
- SKH Metals Limited	556	233
- Others	1,886	1,530
- Fellow Subsidiaries, Suzuki Motor Gujarat Private Limited	20	17
- Joint Ventures, Plastic Omnium Auto Inergy Manufacturing India Private Limited	383	-
	5,388	**4,890**
Finance income / commission / dividend from:		
- Associates		
- Hanon Climate Systems India Private Limited	103	80
- Krishna Maruti Limited	72	54
- Others	20	19
- Joint Ventures		
- Marelli Powertrain India Private Limited	-	317
- Plastic Omnium Auto Inergy Manufacturing India Private Limited	14	20
	209	**490**
Other operating revenue / other income from:		
- Holding Company, Suzuki Motor Corporation	2,100	4,574
- Subsidiaries	1	-
- Associates	184	63
- Joint Ventures	15	10
- Fellow Subsidiaries		
- Suzuki Motor Gujarat Private Limited	306	176
- Others	76	42
	2,682	**4,865**
Recovery of expenses from:		
- Holding Company, Suzuki Motor Corporation	456	9,526
- Subsidiaries	-	1
- Associates	186	407
- Joint Ventures	26	51
- Fellow Subsidiaries		
-Suzuki Motor Gujarat Private Limited	14,003	8,907
- Others	23	34
	14,694	**18,926**
Services received from:		
- Holding Company, Suzuki Motor Corporation	1,770	2,875
- Associates	-	1
	1,770	**2,876**
Dividend paid to:		
- Holding Company, Suzuki Motor Corporation	10,217	7,663
	10,217	**7,663**
Royalty expenses:		
- Holding Company, Suzuki Motor Corporation	42,217	30,054
	42,217	**30,054**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

	For the year ended 31.03.2023	For the year ended 31.03.2022
Other expenses:		
- Holding Company, Suzuki Motor Corporation	1,948	260
- Subsidiaries	150	217
- Associates	40	17
- Joint Ventures	4	37
- Others	8	-
- Fellow Subsidiaries		
- Suzuki Motor Gujarat Private Limited	20,216	17,255
- Others	33	34
	22,399	**17,820**

	As at 31.03.2023	As at 31.03.2022
Trade Receivables:		
- Holding Company, Suzuki Motor Corporation	6,912	4,162
- Fellow Subsidiaries		
- Suzuki Motorcycle India Private Ltd.	1,769	1,896
- Others	1,084	1,342
	9,765	**7,400**
Other current assets:		
- Holding Company, Suzuki Motor Corporation	1,491	-
- Associates	4	1
- Fellow Subsidiaries		
- Suzuki Motor Gujarat Private Limited	3,347	1,813
	4,842	**1,814**
Other financial assets:		
- Holding Company, Suzuki Motor Corporation	7,616	18,529
- Associates	885	240
- Joint Ventures	1	-
- Fellow Subsidiaries		
- Suzuki Motor Gujarat Private Limited	12,862	6,343
- Others	3	298
	21,367	**25,410**
Other non current assets:		
- Holding Company, Suzuki Motor Corporation	19	-
- Subsidiaries	1	1
- Associates		
-Bellsonica Auto Component India Private Limited	326	548
-Jay Bharat Maruti Limited	124	374
-SKH Metals Limited	77	240
-Bharat Seats Limited	66	282
- Others	203	205
	816	**1,650**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

	As at 31.03.2023	As at 31.03.2022
Goods in transit:		
- Holding Company, Suzuki Motor Corporation	2,107	3,172
- Associates	3	1
- Fellow Subsidiaries	14	8
	2,124	**3,181**
Trade payable:		
- Holding Company, Suzuki Motor Corporation	22,396	18,003
- Subsidiaries	10	-
- Associates	7,742	6,250
- Joint Ventures	523	374
- Fellow Subsidiaries		
- Suzuki Motor Gujarat Private Limited	8,200	15,043
- Others	1,740	492
	40,611	**40,162**
Other financial liabilities		
- Holding Company, Suzuki Motor Corporation	1	496
- Associates		
- Jay Bharat Maruti Limited	242	75
- Krishna Maruti Limited	63	145
- SKH Metals Limited	165	150
- Bahucharaji Rail Corporation Limited	89	137
- Others	1	191
- Joint Ventures, Plastic Omnium Auto Inergy Manufacturing India Private Limited	134	-
- Fellow Subsidiaries	1	-
	696	**1,194**

34.3 Key management personnel compensation

	For the year ended 31.03.2023	For the year ended 31.03.2022
Short-term benefits	207	227
Post-employment benefits	-	-
Other long-term benefits	-	-
Total Compensation	**207**	**227**
Mr. Hisashi Takeuchi	40	40
Mr. Shigetoshi Torii	36	40
Mr. Kenichiro Toyofuku	28	28
Mr. Kenichi Ayukawa	15	42
Mr. Ajay Seth	29	28
Mr. Sanjeev Grover	11	9
Others	48	42
Total Compensation	**207**	**227**
Contribution to Post Retirement Benefit Plans		
Maruti Suzuki India Limited - Employees Group Gratuity Fund	407	409
Maruti Suzuki India Limited - Employees Provident Fund Trust	1,261	996
Maruti Suzuki India Limited - Employees Superannuation Fund	191	163
	1,859	**1,568**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

35 Leases

The Company as a Lessee

The Company's leases primarily consists of leases for land and buildings. Generally, the contracts are made for fixed periods and does not have a purchase option at the end of the lease term. In a case where the Company has purchase option, the option is exercisable at nominal value and the Company's obligations are secured by the lessor's title to the leased assets for such leases.

(i) Amounts recognised in the Balance Sheet

The balance sheet shows the following amounts relating to the leases:

	As at 31.03.2023	As at 31.03.2022
Right-of-use assets		
Land	5,646	5,370
Buildings	258	309
Total	**5,904**	**5,679**

There were additions of ₹ 389 million (previous year ₹ 24 million) to the Right-of-use asset during the year.

*Right-of-use assets includes leasehold land having carrying value of ₹ 7 million (as at 31.03.22 ₹ 7 million) for which lease deed is yet to be executed in the name of the Company.

	As at 31.03.2023	As at 31.03.2022
Lease liabilities		
Current	66	68
Non-Current	249	302
Total	**315**	**370**

Maturity analysis of lease liabilities

	As at 31.03.2023	As at 31.03.2022
Within one year	66	68
Later than one year but less than five years	237	227
Later than five years	12	75
	315	**370**

(ii) Amounts recognised in the Statement of Profit and Loss

The statement of profit and loss shows the following amounts relating to leases:

	Notes	As at 31.03.2023	As at 31.03.2022
Depreciation charge of Right-of use assets			
Land	27	91	93
Buildings	27	73	68
Total		**164**	**161**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

	Notes	As at 31.03.2023	As at 31.03.2022
Interest expense on lease liabilities (included in finance cost)	26	32	38
Expense relating to short term and low value leases (included in other expense)	28	268	204

The total cash outflow for leases for the year ended 31 March, 2023 were ₹ 109 million (Previous Year ₹ 109 million).

(iii) Extension and termination option

Extension and termination options are included in various property and equipment leases executed by the company. These are used to maximise operational flexibility in terms of managing the assets used in company's operations. Generally, these options are exercisable mutually by both the lessor and the lessee.

The Company as a Lessor

Leasing arrangements

The Company has entered into operating lease arrangements for various land and premises. These arrangements are cancellable in nature and range between three to fifteen years. Lease rental income earned by the Company is set out in Note 22 as 'Rental income'.

36 CAPITAL & OTHER COMMITMENTS

	As at 31.03.2023	As at 31.03.2022
Estimated value of contracts on capital account, excluding capital advances, remaining to be executed and not provided for	72,621	35,606
Outstanding commitments under Letters of Credit established by the Company	84	472

37 CONTINGENT LIABILITIES

A) Claims against the Company disputed and not acknowledged as debts:

			As at 31.03.2023	As at 31.03.2022
(i)	**Excise Duty**			
	(a)	Cases decided in the Company's favour by Appellate authorities and for which the department has filed further appeals and show cause notices / orders on the same issues for other periods	1,639	1,635
	(b)	Cases pending before Appellate authorities in respect of which the Company has filed appeals and show cause notices for other periods	16,008	15,482
		Total	**17,647**	**17,117**
		Amount deposited under protest	1,766	1,696
(ii)	**Goods & Services Tax**			
	(a)	Cases pending before High Court of Rajasthan in respect of which the Company has filed writ	10	10
(iii)	**Service Tax**			
	(a)	Cases decided in the Company's favour by Appellate authorities and for which the department has filed further appeals and show cause notices / orders on the same issues for other periods	2,430	1,769
	(b)	Cases pending before Appellate authorities in respect of which the Company has filed appeals and show cause notices for other periods	3,483	3,373
		Total	**5,913**	**5,142**
		Amount deposited under protest	461	93

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

			As at 31.03.2023	As at 31.03.2022
(iv)	**Income Tax**			
	(a)	Cases decided in the Company's favour by Appellate authorities and for which the department has filed further appeals	12,255	12,255
	(b)	Cases pertaining to issues decided in favour of the Company for an earlier year but the Income Tax Department have raised a demand for a similar issue for subsequent years and are pending before Appellate authorities / Dispute Resolution Panel pursuant to appeals filed by the Company	81,493	65,457
	(c)	Other cases pending before Appellate authorities / Dispute Resolution Panel in appeals filed by the Company	54,877	68,154
		Total	**148,625**	**145,866**
		Amount deposited under protest	9,019	8,287
(v)	**Custom Duty**			
	(a)	Cases pending before Appellate authorities in respect of which the Company has filed appeals	1,988	1,987
	(b)	Others	103	90
		Total	**2,091**	**2,077**
		Amount deposited under protest	-	-
(vi)	**Sales Tax**			
		Cases pending before Appellate authorities in respect of which the Company has filed appeals	31	31
		Amount deposited under protest	-	1
(vii)	**Claims**			
		Claims against the Company lodged by various parties	1,434	1,372
		Others	4,460	3,588

(viii) In respect of disputed Local Area Development Tax (LADT) (upto April 15, 2008) / Entry Tax, the amounts under dispute are ₹ 21 million (as at 31.03.2022: ₹ 21 million) for LADT and ₹ 20 million (as at 31.03.2022: ₹ 20 million) for Entry Tax. The State Government of Haryana has repealed the LADT effective from April 16, 2008 and introduced the Haryana Tax on Entry of Goods into Local Area Act, 2008 with effect from the same date. After implementation of Goods & Services Act in 2017, Entry Tax Act in Haryana was repealed.

(ix) (a) The Competition Commission of India ("CCI") had passed an order dated August 25, 2014 stating that the Company has violated certain sections of the Competition Act, 2002 for not making diagnostic tools and genuine spare parts freely available in the open market and has imposed a penalty of ₹ 4,712 million. The Delhi High Court, on 16th May 2019, disposed the Company's petition stating that the Company had alternative remedies available. Thereafter, Company filed a Special Leave Petition before the Supreme Court of India, wherein an interim stay on the CCI's order was granted on July 1, 2019 and the stay is continuing.

(b) The Competition Commission of India ("CCI") had initiated suo-moto proceedings in the month of February 2019 alleging that the Company has violated certain sections of the Competition Act, 2002 relating to resale price maintenance. The Company filed its response to the Director General's investigation report against the Company before the CCI on 9th April 2021 and placed its final arguments during the virtual hearing on 15th April 2021. The Company has received the order from CCI dated August 23, 2021, whereby the Commission has arrived at a decision against the Company and a penalty of ₹ 2,000 million was imposed on the Company for imposing a discount control policy. The Company is of the view that the CCI has failed to consider voluminous evidence that it has submitted in its defence. The Company has been legally advised that there are fair and reasonable grounds to contest the case. The Company has filed an appeal before the National Company Law Appellate Tribunal ("NCLAT") to vigorously defend its position against the CCI order. The NCLAT has stayed the operation of the CCI order including the cease and desist direction and penalty subject to the Company depositing 10% of the penalty imposed i.e. ₹ 200 million. The Company has deposited the ₹ 200 million and is contesting the case.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

(x) The Hon'ble Supreme Court in a ruling, had passed a judgment on the definition and scope of 'Basic Wages' under the Employees' Provident Funds and Miscellaneous Provision Act, 1952.

Pending issuance of guidelines by the regulatory authorities on the application of this ruling, the impact on the Company for the previous periods, if any, cannot be ascertained. Currently, the Company has started providing for the revised liability w.e.f from 1 April, 2019.

B) The amounts shown in the item (A) represent the best possible estimates arrived at on the basis of available information. The uncertainties and possible reimbursements are dependent on the outcome of the different legal processes which have been invoked by the Company or the claimants as the case may be and therefore cannot be predicted accurately or relate to a present obligations that arise from past events where it is either not probable that an outflow of resources will be required to settle or a reliable estimate cannot be made. The Company engages reputed professional advisors to protect its interests and has been advised that it has strong legal positions against such disputes.

38 The Company entered into a 'Contract Manufacturing Agreement' (CMA) with Suzuki Motor Gujarat Private Limited (SMG), a fellow subsidiary of Suzuki Motor Corporation (SMC) on December 17, 2015. In accordance with the contractual terms, SMG during the term of this agreement, shall manufacture and supply vehicles on an exclusive basis to MSIL. The consideration for the arrangement would be cost incurred by SMG to manufacture the cars which will be charged to the Company on no-profit-no-loss basis.

The Company evaluated the CMA arrangement in accordance with guidance provided in Ind AS 116 and concluded that the specified assets and right to use the same are implied in the agreement. The Company also evaluated the contractual rights and obligations including relating to pricing, termination and renewal and concluded that a reasonable certainty, as defined by Ind AS 116, does not exists across the lease period. Accordingly no right-of-use assets or lease liability has been recognised on account of the given arrangement.

The payments made towards cost of purchase of vehicles recorded during the year includes ₹ 20,121 million (previous year ₹ 17,251 million) towards a component of lease payment for specified assets (Written Down value of specified assets as on March 31,2023 is ₹ 100,590 million (Previous year ₹ 111,841 million)), as per the information provided by SMG.

39 AUDITORS' REMUNERATION*

	Year ended 31.03.2023	Year ended 31.03.2022
Statutory audit	21	19
Taxation matters	-	10
Other audit services / certification	1	3

* excluding GST

40 DETAILS OF RESEARCH AND DEVELOPMENT EXPENSES

	Year ended 31.03.2023	Year ended 31.03.2022
Revenue expenditure		
Employees remuneration and benefits	4,214	3,473
Other expenses of manufacturing and administration	2,943	3,014
Capital expenditure	2,152	2,232
Less: Contract research income	(1,659)	(4,486)
	7,650	**4,233**

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

41 CIF VALUE OF IMPORTS

	Year ended 31.03.2023	Year ended 31.03.2022
Raw materials and components	38,443	40,011
Capital goods	11,012	8,030
Stores and spares	955	749
Dies and moulds	101	120
Others	762	324

42 VALUE OF IMPORTED AND INDIGENOUS MATERIAL CONSUMED

		Year ended 31.03.2023	Year ended 31.03.2022
i)	**Raw material and components**		
	Imported	20,332	29,713
	Indigenous	446,368	367,674
		466,700	**397,387**
	Percentage of total consumption		
	Imported	4%	7%
	Indigenous	96%	93%
ii)	**Machinery spares**		
	Imported	492	373
	Indigenous	2,498	1,867
		2,990	**2,240**
	Percentage of total consumption		
	Imported	16%	17%
	Indigenous	84%	83%
iii)	**Consumption of stores**		
	Imported	175	196
	Indigenous	2,162	1,893
		2,337	**2,089**
	Percentage of total consumption		
	Imported	7%	9%
	Indigenous	93%	91%

43 LICENSED CAPACITY, INSTALLED CAPACITY AND ACTUAL PRODUCTION

Product	Units	Installed Capacity *	Actual Production
Passenger Car and Light Duty Utility Vehicles	Nos	1,300,000	1,246,603
		(1,300,000)	(1,116,908)

Notes

*Installed capacity is as certified by the management and relied upon by the auditors, being a technical matter.
Previous year figures are in bracket.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

44 SALES, OPENING STOCK AND CLOSING STOCK

Product	Sales		Opening Stock		Closing Stock	
	Qty (Nos)	Value	Qty (Nos)	Value	Qty (Nos)	Value
Passenger Vehicles	1,966,164	983,198	14,050	6,418	22,992	9,574
	(1,652,653)	(737,912)	(15,423)	(6,815)	(14,050)	(6,418)
Spare Parts and Components	*	141,480	*	4,413	*	5,497
	*	(99,217)	*	(3,913)	*	(4,413)
Dies, Moulds and Others	*	330	*	-	*	-
	*	(852)	*	-	*	-
Work in Progress	*	NA	*	2,299	*	2,096
	*	(NA)	*	(1,483)	*	(2,299)

Notes

1 Traded goods comprise vehicle, spares, components, dies and moulds. During the year 730,262 vehicle (previous year 536,445 vehicle) was purchased.

2 Closing stock of vehicles is after adjustment of 31 vehicles (previous year 74 vehicles) totally damaged.

3 Sales quantity excludes own use vehicles 1,600 Nos. (previous year 1,941 Nos.) and True value & other category stock movement 9 Nos. (previous year 37 Nos.).

4 Sales quantity excludes sample vehicles 119 Nos. (previous year 21 Nos.)

5 Previous year figures are in bracket.

* In view of the innumerable sizes / numbers (individually less than 10%) of the components, spare parts and dies and moulds it is not possible to give quantitative details.

45 STATEMENT OF RAW MATERIAL AND COMPONENTS CONSUMED

Group of Material	Unit	2022-23		2021-22	
		Qty	Amount	Qty	Amount
Steel coils	MT	232,576	18,648	202,668	16,601
Ferrous castings	MT	18,936	4,414	18,425	3,032
Non-ferrous castings	MT	39,933	8,913	35,685	7,193
Other components		*	430,778	*	367,519
Paints	K.LTR	11,147		9,753	
	MT	10,004	3,947	8,788	3,042
			466,700		**397,387**

* In view of the innumerable sizes / numbers (individually less than 10%) of the components, spare parts and dies and moulds it is not possible to give quantitative details.

Notes to the Standalone Financial Statements

(All amounts in ₹ million, unless otherwise stated)

46 Ratios

The following are analytical ratios for the year ended March 31, 2023 and March 31, 2022

Particulars	Numerator	Denominator	FY 2022-23	FY 2021-22	Variance	Reason for Variance
Current Ratio	Current Assets	Current Liabilities	0.6	1.0	-40.0%	The Company has made long term investments during the year. The Company's investments in debt mutual funds are classified as Non-current investments
Debt Service Coverage Ratio	Earnings available for Debt Service*	Debt Service**	47.9	50.6	-5.3%	
Return on Equity Ratio	Net Profits After Taxes	Average Shareholder's Equity	14.1%	7.2%	95.8%	Due to increase in sales volume
Inventory Turnover Ratio	Sale of products	Average Inventory	28.8	25.5	12.9%	
Trade Receivables Turnover Ratio	Sale of products	Average Trade Receivable	42.2	50.7	-16.8%	
Trade Payables Turnover Ratio	Purchases^	Average Trade Payables	8.1	6.7	20.9%	
Net Capital Turnover Ratio	Sale of products	Working Capital	(13.2)	(360.4)	-96.3%	Due to increase in sales volume
Net Profit Ratio	Net Profit	Sale of products	7.2%	4.5%	60.0%	Due to increase in sales volume
Return on Capital Employed	Earning before interest and taxes	Capital Employed^^	17.9%	8.9%	101.1%	Due to increase in sales volume
Return on Investment on:						
Investment in subsidiaries / associates and joint ventures	Income generated from investments	Average value of investments (at cost)	5.3%	20.6%	-74.3%	Due to higher dividend & purchase of investments in previous years
Quoted equity instruments	Income generated from investments	Average market value of investments	8.4%	33.2%	-74.7%	Due to lower appreciation on quoted equity instruments
Unquoted equity instruments	Income generated from investments	Average fair market value of investments	-7.3%	7.0%	-204.5%	Due to decrease in value of unquoted equity instruments
Debt mutual funds	Income generated from investments	Average fair market value of investments	4.9%	4.3%	14.0%	

*Net profit after taxes + non-cash operating expenses + interest + loss on sale of fixed assets.
**Interest and lease payments
^Purchases of raw materials and stock in trade
^^Total equity + borrowings - cash and cash equivalents + deferred tax liabilities

47 The figures of previous year have been re-grouped, wherever necessary, to conform to the current year classification.

48 The financial statements were approved by the Board of Directors and authorised for issue on April 26, 2023.

For and on behalf of the Board of Directors

HISASHI TAKEUCHI
Managing Director & CEO
DIN: 07806180

KENICHIRO TOYOFUKU
Director (Corporate planning)
DIN: 08619076

AJAY SETH
Chief Financial Officer

SANJEEV GROVER
Executive Vice President &
Company Secretary
ICSI Membership No. F3788

Place: New Delhi
Date: April 26, 2023

Independent Auditor's Report

To The Members of Maruti Suzuki India Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of **Maruti Suzuki India Limited** ("the Parent") and its subsidiaries, (the Parent Company and its subsidiaries together referred to as "the Group") which includes the Group's share of profit in its associates and joint ventures, which comprise the Consolidated Balance Sheet as at 31 March 2023, and the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended ('Ind AS') prescribed under section 133 of the Act read with the Companies (Accounting Standards) Rules, 2006, as amended ("Accounting Standards"), and other accounting principles generally accepted in India, of the consolidated state of affairs of the Group as at 31 March 2023, and their consolidated profit, their consolidated total comprehensive income, their consolidated cash flows and their consolidated changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the consolidated financial statements in accordance with the Standards on Auditing (SAs) specified under section 143 (10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibility for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group, its associates and joint ventures in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the consolidated financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. we have determined the matters described below to be the key audit matters to be communicated in our report.

Sr. No.	Key Audit Matter	Auditor's Response
1	**Evaluation of uncertain tax positions relating to Income taxes and Excise duty** The Group has material uncertain tax positions including matters under disputes relating to Income tax. Further, the Group has matters under litigation relating to Excise duty. These matters involve significant management judgement to determine the possible outcome of disputes. Refer note 2.4 and 37 (i) and (iv) of the financial statements.	**Principal audit procedures performed:** a) We evaluated the design and implementation of internal controls and tested the operating effectiveness of controls for estimation of the amount of financial impact and outcome of Income Tax and Excise duty litigations and claims and consequent recording /disclosure in the financial statements. b) We obtained details of Income tax and Excise duty assessment orders and management's evaluation of those assessment orders and performed the following procedures: - We verified the arithmetical accuracy of the computation prepared by management based on Income Tax and Excise Orders received to determine the financial impact of the matters under dispute and consequent recording/disclosure in the financial statements. - We involved our tax specialists to challenge the management's underlying assumptions in estimating the financial impact and the possible outcome of the litigations and disputes after considering the legal precedence and other rulings. We assessed the accounting principles applied by the Company to measure and disclose the financial impact of these litigations in accordance with the Indian Accounting Standards, applicable regulatory financial reporting framework and other accounting principles generally accepted in India

Information Other than the Financial Statements and Auditor's Report Thereon

- The Parent's Board of Directors is responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report including Annexures to Board's Report and Corporate Governance Report, but does not include the consolidated financial statements, standalone financial statements and our auditor's report thereon.

- Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

- In connection with our audit of the consolidated financial statements, our responsibility is to read the other information, compare with the financial statements of the subsidiaries, joint ventures and associates audited by the other auditors, to the extent it relates to these entities and, in doing so, place reliance on the work of the other auditors and consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated. Other information so far as it relates to the subsidiaries, joint ventures and associates, is traced from their financial statements audited by the other auditors.

- If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

The Parent's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these consolidated financial statements that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, consolidated cash flows and consolidated changes in equity of the Group including its Associates and Joint ventures in accordance with the Ind AS Standards and other accounting principles generally accepted in India. The respective Board of Directors of the companies included in the Group and of its associates and joint ventures are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group and its associates and its joint ventures and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Directors of the Parent, as aforesaid.

In preparing the consolidated financial statements, the respective Management of the companies included in the Group and of its associates and joint ventures are responsible for assessing the ability of the respective entities to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate their respective entities or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group and of its associates and joint ventures are also responsible for overseeing the financial reporting process of the Group and of its associates and joint ventures.

Auditor's Responsibility for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence

the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal financial control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Parent Company has adequate internal financial controls with reference to consolidated financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group and its associates and joint ventures to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates and joint ventures to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information within the Group and its associates and joint ventures to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by the other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

Materiality is the magnitude of misstatements in the consolidated financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the consolidated financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the consolidated financial statements.

We communicate with those charged with governance of the Parent Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

(a) We did not audit the financial statements of 2 subsidiaries, whose financial statements / financial information reflect total assets of ₹ 573 million as at March 31, 2023, total revenues of ₹ 895 million and net cash inflows amounting to ₹ 81 million for the year ended on that date, as considered in the consolidated financial statements. These financial statements / financial information have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries and our report in terms of subsection (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries is based solely on the reports of the other auditors.

(b) The consolidated financial statements also include the Group's share of net profit of ₹ 1,774 million for the year ended March 31, 2023, as considered in the consolidated financial statements, in respect of 14 associates and 3 joint ventures, whose financial statements have not been audited by us. These financial statements are unaudited and have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these joint ventures and associates, is based solely on such unaudited financial statements. In our opinion and according to the information and explanations given to us by the Management, these financial statements are not material to the Group.

Our opinion on the consolidated financial statements above and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors and the financial statements / financial information certified by the Management.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit and on the consideration of the reports of other auditors on the separate financial statements/ financial information of the subsidiaries referred to in the Other Matters section above we report, to the extent applicable that:

   a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.

   b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and returns and the reports of the other auditors.

   c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss including Other Comprehensive Income, the Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.

   d) In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.

   e) On the basis of the written representations received from the directors of the Parent Company as on March 31, 2023 taken on record by the Board of Directors of the Company and the reports of the statutory auditors of its subsidiary companies, incorporated in India, none of the directors of the Group companies incorporated in India is disqualified as on March 31, 2023 from being appointed as a director in terms of Section 164 (2) of the Act.

   f) With respect to the adequacy of the internal financial controls with reference to consolidated financial statements and the operating effectiveness of such controls, refer to our separate Report in "Annexure A" which is based on the auditors' reports of the Parent company and subsidiary companies incorporated in India. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of internal financial controls with reference to consolidated financial statements of those companies.

   g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended,

      In our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Parent Company to their respective directors during the year is in accordance with the provisions of section 197 of the Act.

   h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

      i) The consolidated financial statements disclose the impact of pending litigations on the consolidated financial position of the Group, its associates and joint ventures - Refer Note 39 to the consolidated financial statements;

      ii) Provision has been made in the consolidated financial statements, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts - Refer Note 34 to the consolidated financial statements;

      iii) There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Parent Company and its subsidiary companies, associate companies and jointly controlled companies/ joint

venture companies incorporated in India- Refer Note 17 to the consolidated financial statements.

iv) (a) The respective Managements of the Parent Company and its subsidiaries, which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiaries respectively that, to the best of their knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Parent Company or any of such subsidiaries to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Parent Company or any of such subsidiaries ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(b) The respective Managements of the Parent Company and its subsidiaries, which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiaries respectively that, to the best of their knowledge and belief, no funds have been received by the Parent Company or any of such subsidiaries from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Parent Company or any of such subsidiaries shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiaries which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditor's notice that has caused us or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.

v) As stated in note 14.5 of the consolidated financial statements:

a. The final dividend proposed in the previous year, declared and paid by the Parent Company and its subsidiaries, associates and joint ventures which are companies incorporated in India, whose financial statements have been audited under the Act, where applicable, during the year is in accordance with section 123 of the Act, as applicable.

b. As stated in note 14.5 to the consolidated financial statements, the Board of Directors of the Parent Company and its subsidiaries which are companies incorporated in India, whose financial statements have been audited under the Act, where applicable, have proposed final dividend for the year which is subject to the approval of the members of the Parent/ Holding Company and such subsidiaries, associates and joint ventures at the ensuing respective Annual General Meetings. Such dividend proposed is in accordance with section 123 of the Act, as applicable.

vi) Proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 for maintaining books of account using accounting software which has a feature of recording audit trail (edit log) facility is applicable w.e.f. April 1, 2023 to the Parent/ Holding Company and its subsidiaries, associates and joint ventures which are companies incorporated in India, and accordingly, reporting under Rule 11(g) of Companies (Audit and Auditors) Rules, 2014 is not applicable for the financial year ended March 31, 2023.

2. With respect to the matters specified in clause (xxi) of paragraph (3) and paragraph 4 of the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government in terms of Section 143(11) of the Act, according to the information and explanations given to us, and based on the CARO reports issued by us and the auditors of respective companies included in the consolidated financial statements to which reporting under CARO is applicable, as provided to us by the Management of the Parent, we report that in respect of those companies where audits have been completed under section 143 of the Act, there are no qualifications or adverse remarks by the respective auditors in the CARO reports of the said companies included in the consolidated financial statements. Further, in respect of the following companies included in the consolidated financial statements, whose audit under section 143 of the Act has not yet been completed, the CARO report as applicable in respect of those companies are not available and consequently have not been provided to us as on the date of this audit report:

Name of the Company	CIN	Nature of relation
Plastic Omnium Auto Inergy Manufacturing India Private Limited	U35914HR2010PTC040501	Joint Venture
Marelli Powertrain India Private Limited	U40300HR2007PTC046166	Joint Venture
Maruti Suzuki Toyotsu India Private Limited	U37100DL2019PTC356516	Joint Venture
Bharat Seats Limited	L34300DL1986PLC023540	Associate
Jay Bharat Maruti Limited	L29130DL1987PLC027342	Associate
Machino Plastics Limited	L25209HR2003PLC035034	Associate
Caparo Maruti Limited	U74899DL1994PLC058269	Associate
Hanon Climate Systems India Private Limited	U34300DL1991PTC046656	Associate
Krishna Maruti Limited	U34300HR1991PLC032012	Associate
SKH Metals Limited	U74130HR1986PLC023655	Associate
Nippon Thermostat (India) Limited	U29309TN1994PLC027555	Associate
Mark Exhaust Systems Limited	U32204DL1993PLC055905	Associate
Bellsonica Auto Component India Private Limited	U35923HR2006FTC036301	Associate
FMI Automotive Components Private Limited	U34201HR2007PTC056640	Associate
Manesar Steel Processing India Private Limited	U27205HR2010PTC041264	Associate
Bahucharaji Rail Corporation Limited	U45101GJ2018SGC105602	Associate
Maruti Suzuki Insurance Broking Private Limited	U74999DL2010PTC210739	Associate

For Deloitte Haskins & Sells LLP
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Jitendra Agarwal
Partner
(Membership No. 87104)
(UDIN: 23087104BGYKWF8273)

Place: New Delhi
Date: April 26, 2023

ANNEXURE "A" TO THE INDEPENDENT AUDITOR'S REPORT

(Referred to in paragraph 1(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Report on the Internal Financial Controls with reference to Consolidated Financial Statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

In conjunction with our audit of the consolidated Ind AS financial statements of the Company as of and for the year ended March 31, 2023, we have audited the internal financial controls with reference to consolidated financial statements of Maruti Suzuki India Limited (hereinafter referred to as "Parent") and its subsidiary companies, its associate companies and joint ventures, which are companies incorporated in India, as of that date.

Management's Responsibility for Internal Financial Controls

The respective Board of Directors of the Parent, its subsidiary companies, its associate companies and joint ventures, which are companies incorporated in India, are responsible for establishing and maintaining internal financial controls with reference to consolidated financial statements based on "the internal control with reference to consolidated financial statements criteria established by the respective Companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (ICAI)". These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to consolidated financial statements of the Parent, its subsidiary companies, its associate companies and its joint ventures, which are companies incorporated in India, based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India and the Standards on Auditing, prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to consolidated financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to consolidated financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by other auditors of the subsidiary companies, associate companies and joint ventures, which are companies incorporated in India, in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to consolidated financial statements of Parent, its subsidiary companies, its associate companies and its joint ventures, which are companies incorporated in India.

Meaning of Internal Financial Controls with reference to consolidated financial statements

A company's internal financial control with reference to consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to consolidated financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to consolidated financial statements

Because of the inherent limitations of internal financial controls with reference to consolidated financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to consolidated financial statements to future periods are subject to the risk that the internal financial control with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion to the best of our information and according to the explanations given to us and based on the consideration of the reports of other auditors referred to in the Other Matters paragraph below, Parent and its subsidiary companies which are companies incorporated in India, have, in all material respects, an adequate internal financial controls with reference to consolidated financial statements and such internal financial controls with reference to consolidated financial statements were operating effectively as at March 31, 2023, based on "the criteria for internal financial control with reference to consolidated financial statements established by the respective companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India".

Other Matters

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to consolidated financial statements insofar as it relates to 2 subsidiary companies, which are companies incorporated in India, is based solely on the corresponding reports of the auditors of such companies incorporated in India.

Our opinion is not modified in respect of the above matter.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Jitendra Agarwal
Partner
(Membership No. 87104)
(UDIN: 23087104BGYKWF8273)

Place: New Delhi
Date: April 26, 2023

Consolidated Balance Sheet

As at March 31, 2023

(in ₹ million, unless otherwise stated)

Particulars	Notes No.	Page No.	As at 31.03.2023	As at 31.03.2022
ASSETS				
Non-current assets				
Property, plant and equipment	4	361-364	166,921	128,261
Capital work-in-progress	4	361-364	28,152	26,462
Intangible assets	5	364-365	5,479	3,499
Intangible assets under development	5	364-365	889	2,903
Right-of-use Assets	37	406-407	5,904	5,712
Financial assets				
Investments	6	365-368	491,843	379,346
Loans	7	369	2	2
Other financial assets	9	370	595	375
Non-current tax assets (net)	22	381	5,749	5,446
Deferred tax assets (net)	19	379-380	2,794	1,411
Other non-current assets	12	372	21,485	25,204
Total non-current assets			**729,813**	**578,621**
Current assets				
Inventories	10	371	42,835	35,323
Financial assets				
Investments	6	365-368	-	41,001
Trade receivables	8	369-370	33,014	20,345
Cash and cash equivalents	11.1	371	373	351
Other bank balances	11.2	371	43	30,071
Loans	7	369	297	305
Other financial assets	9	370	21,934	25,930
Other current assets	12	372	17,660	14,608
Total current assets			**116,156**	**167,934**
Total assets			**845,969**	**746,555**
EQUITY AND LIABILITIES				
Equity				
Equity share capital	13	372-373	1,510	1,510
Other equity	14	373-375	616,403	551,825
Equity attributable to owners of the Company			**617,913**	**553,335**
Non controlling interest	15	375-376	-	-
Total equity			**617,913**	**553,335**
Liabilities				
Non-current liabilities				
Financial liabilities				
Lease liabilities	37	406-407	249	329
Provisions	18	377-378	884	844
Other non-current liabilities	20	380	25,850	21,812
Total non-current liabilities			**26,983**	**22,985**
Current liabilities				
Financial liabilities				
Borrowings	16	377	12,158	3,819
Trade payables				
Total outstanding dues of micro and small enterprises	21	380-381	1,769	1,087
Total outstanding dues of creditors other than micro and small enterprises	21	380-381	116,086	96,565
Lease liabilities	37	406-407	66	80
Other financial liabilities	17	377	18,537	20,272
Provisions	18	377-378	9,624	8,613
Current tax liabilities (net)	22	381	11,584	11,113
Other current liabilities	20	380	31,249	28,686
Total current liabilities			**201,073**	**170,235**
Total liabilities			**228,056**	**193,220**
Total equity and liabilities			**845,969**	**746,555**

The accompanying notes are forming part of these consolidated financial statements

For and on behalf of the Board of Directors

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

JITENDRA AGARWAL
Partner

Place: New Delhi
Date: April 26, 2023

HISASHI TAKEUCHI
Managing Director & CEO
DIN: 07806180

AJAY SETH
Chief Financial Officer

KENICHIRO TOYOFUKU
Director (Corporate planning)
DIN: 08619076

SANJEEV GROVER
Executive Vice President & Company Secretary
ICSI Membership No : F3788

Consolidated Statement of Profit and Loss

for the year ended March 31, 2023

(in ₹ million, unless otherwise stated)

Particulars		Notes No.	Page No.	For the year ended 31.03.2023	For the year ended 31.03.2022
I	Revenue from operations	23	382	1,175,713	883,298
II	Other income	24	382	21,407	17,447
III	**Total Income (I+II)**			**1,197,120**	**900,745**
IV	**Expenses**				
	Cost of materials consumed	25.1	383	466,696	397,396
	Purchases of stock-in-trade			399,851	263,975
	Changes in inventories of finished goods, work-in-progress and stock-in-trade	25.2	383	(4,039)	(931)
	Employee benefits expenses	26	383	46,346	40,514
	Finance costs	27	384	1,870	1,266
	Depreciation and amortisation expense	28	384	28,257	27,890
	Other expenses	29	384-385	158,055	126,727
	Vehicles / dies for own use			(1,373)	(1,445)
	Total expenses (IV)			**1,095,663**	**855,392**
V	**Share of profit of associates**			1,558	1,464
VI	**Share of profit of joint ventures**			216	155
VII	**Profit before tax (III - IV + V + VI)**			**103,231**	**46,972**
VIII	**Tax expense**				
	Current tax	30	385-386	22,496	14,310
	Deferred tax	30	385-386	(1,375)	(6,133)
				21,121	8,177
IX	**Profit for the year (VII - VIII)**			**82,110**	**38,795**
X	**Other Comprehensive Income**				
	(i) Items that will not be reclassified to profit or loss				
	(a) gain / (loss) of defined benefit obligation	14.5	374	(343)	223
	(b) gain / (loss) on change in fair value of equity instruments	14.6	375	929	3,170
	(c) gain / (loss) on share of other comprehensive income in associates and joint ventures			-	4
				586	**3,397**
	(ii) Income tax relating to items that will not be reclassified to profit or loss	30	385-386	8	(268)
	Total Other Comprehensive Income (i+ii)			**594**	**3,129**
XI	**Total Comprehensive Income for the year (IX + X)**			**82,704**	**41,924**
	Profit for the year attributed to:				
	Owners of the Company			82,110	38,795
	Non controlling interest			-	-
				82,110	**38,795**
	Other comprehensive income for the year attributable to:				
	Owners of the Company			594	3,129
	Non controlling interest			-	-
				594	**3,129**
	Total comprehensive income for the year attributable to:				
	Owners of the Company			82,704	41,924
	Non controlling interest			-	-
				82,704	**41,924**
	Earnings per equity share (₹)	32	387		
	Basic			271.82	128.43
	Diluted			271.82	128.43

The accompanying notes are forming part of these consolidated financial statements

For and on behalf of the Board of Directors

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

JITENDRA AGARWAL
Partner

Place: New Delhi
Date: April 26, 2023

HISASHI TAKEUCHI
Managing Director & CEO
DIN: 07806180

AJAY SETH
Chief Financial Officer

KENICHIRO TOYOFUKU
Director (Corporate planning)
DIN: 08619076

SANJEEV GROVER
Executive Vice President & Company Secretary
ICSI Membership No : F3788

Consolidated Statement of Changes in Equity

for the year ended March 31, 2023

(in ₹ million, unless otherwise stated)

a. Equity share capital

	Amount
Balance at April 01, 2021	1,510
Changes in equity share capital during the year	-
Balance at March 31, 2022	1,510
Changes in equity share capital during the year	-
Balance at March 31, 2023	**1,510**

b. Other equity

	Reserves and Surplus							Items of other comprehensive income			
	Reserves created on amalgamation	Securities premium	Capital reserves	General reserve	Retained earnings	Employee Welfare Fund	Scientific Research Fund	Equity instrument through other comprehensive income	Attributable to owners of the company	Non controlling interest	Total
Balance as at April 01, 2021	9,153	4,241	2	29,309	467,077	2,202	2,087	9,425	523,496	-	523,496
Profit for the year	-	-	-	-	38,795	-	-	-	38,795	-	38,795
Other comprehensive income for the year, net of income tax	-	-	-	-	209	-	-	2,915	3,124	-	3,124
Share of other comprehensive income in associates and joint ventures	-	-	-	-	4	-	-	-	4	-	4
Total comprehensive income for the year	**-**	**-**	**-**	**-**	**39,008**	**-**	**-**	**2,915**	**41,923**	**-**	**41,923**
Payment of dividend	-	-	-	-	(13,594)	-	-	-	(13,594)	-	(13,594)
Income from Employee welfare fund	-	-	-	-	(106)	106	-	-	-	-	-
Expense on Employee welfare fund	-	-	-	-	74	(74)	-	-	-	-	-
Balance as at March 31, 2022	**9,153**	**4,241**	**2**	**29,309**	**492,459**	**2,234**	**2,087**	**12,340**	**551,825**	**-**	**551,825**

Consolidated Statement of Changes in Equity

for the year ended March 31, 2023

(in ₹ million, unless otherwise stated)

	Reserves and Surplus							Items of other comprehensive income			
	Reserves created on amalgamation	Securities premium	Capital reserves	General reserve	Retained earnings	Employee Welfare Fund	Scientific Research Fund	Equity instrument through other comprehensive income	Attributable to owners of the company	Non controlling interest	Total
Profit for the year	-	-	-	-	82,110	-	-	-	82,110	-	82,110
Other comprehensive income for the year, net of income tax	-	-	-	-	(286)	-	-	879	594	-	594
Share of other comprehensive income in associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive income for the year	**-**	**-**	**-**	**-**	**81,824**	**-**	**-**	**879**	**82,704**	**-**	**82,704**
Payment of dividend	-	-	-	-	(18,125)	-	-	-	(18,125)	-	(18,125)
Income from Employee welfare fund	-	-	-	-	(119)	119	-	-	-	-	-
Expense on Employee welfare fund	-	-	-	-	32	(32)	-	-	-	-	-
Balance as at March 31, 2023	**9,153**	**4,241**	**2**	**29,309**	**556,071**	**2,321**	**2,087**	**13,219**	**616,403**	**-**	**616,403**

The accompanying notes are forming part of these consolidated financial statements

For and on behalf of the Board of Directors

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

JITENDRA AGARWAL
Partner

Place: New Delhi
Date: April 26, 2023

HISASHI TAKEUCHI
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ICSI Membership No : F3788

Consolidated Statement of Cash Flows

for the year ended March 31, 2023

(in ₹ million, unless otherwise stated)

Particulars	Notes No.	Page No.	For the year ended 31.03.2023	For the year ended 31.03.2022
A. Cash flow from Operating Activities:				
Profit before tax			103,231	46,972
Adjustments for:				
Share of profit of associates			(1,558)	(1,464)
Share of profit of joint ventures			(216)	(155)
Share of dividend from Joint ventures and associates			209	490
Depreciation and amortisation expense	28	384	28,257	27,890
Finance costs	27	384	1,870	1,266
Interest income	24	382	(1,854)	(1,747)
Dividend income	24	382	(60)	(29)
Net loss on sale / discarding of property, plant and equipment	29	384-385	115	458
Net gain on sale of investments in debt mutual funds	24	382	(1,809)	(2,046)
Fair valuation gain on investments in debt mutual funds	24	382	(17,279)	(13,625)
Unrealised foreign exchange (gain)/ loss			209	309
Operating Profit before Working Capital changes			**111,115**	**58,319**
Adjustments for changes in Working Capital :				
- (Increase)/decrease in other financial assets (non-current)	9	370	(220)	(6)
- (Increase)/decrease in other non-current assets	12	372	(1,368)	(1,561)
- (Increase)/decrease in inventories	10	371	(7,512)	(4,833)
- (Increase)/decrease in trade receivables	8	369-370	(12,581)	(7,640)
- (Increase)/decrease in loans (current)	7	369	8	(75)
- (Increase)/decrease in other financial assets (current)	9	370	3,802	(12,748)
- (Increase)/decrease in other current assets	12	372	(3,052)	(5,027)
- Increase/(decrease) in non-current provisions	18	377-378	40	397
- Increase/(decrease) in other non-current liabilities	20	380	4,038	517
- Increase/(decrease) in trade payables	21	380-381	20,075	(3,959)
- Increase/(decrease) in other financial liabilities (current)	17	377	(3,077)	3,734
- Increase/(decrease) in current provisions	18	377-378	1,011	1,185
- Increase/(decrease) in other current liabilities	20	380	2,563	1,885
Cash generated from Operating Activities			**114,842**	**30,188**
- Income taxes paid (net)			(22,328)	(11,783)
Net Cash from Operating Activities			**92,514**	**18,405**

Consolidated Statement of Cash Flows

for the year ended March 31, 2023

(in ₹ million, unless otherwise stated)

Particulars	Notes No.	Page No.	For the year ended 31.03.2023	For the year ended 31.03.2022
B. Cash flow from Investing Activities:				
Payments for purchase of property, plant and equipment and capital work in progress	4	361-364	(61,166)	(32,063)
Payments for purchase of intangible assets and intangible assets under development	5	364-365	(2,307)	(2,530)
Proceeds from sale of property, plant and equipment	4	361-364	996	1,360
Payment for purchase of investment in joint venture/associate company	6	368	-	(1,459)
Proceeds from sale of debt mutual funds	6	368	616,054	635,787
Payments for purchase of debt mutual funds	6	368	(664,948)	(604,954)
Payments for purchase of unquoted investments	6	368	(1,020)	(300)
Investment in fixed deposits with bank	11	371	-	(30,044)
Proceeds from fixed deposits with bank	11	371	30,029	30,037
Interest received	24	382	1,941	1,745
Dividend received	24	382	60	29
Net Cash (used in) Investing Activities			**(80,361)**	**(2,392)**
C. Cash flow from Financing Activities:				
Movement in long term / short term borrowings (Net)	16	377	8,312	(1,097)
Principal elements of lease payments	37	406-407	(460)	(81)
Finance cost paid	27	384	(1,858)	(1,298)
Payment of dividend on equity shares	14.5	374	(18,125)	(13,594)
Net Cash (used in) Financing Activities			**(12,131)**	**(16,070)**
Net Increase/(Decrease) in cash & cash equivalents			**22**	**(57)**
Cash and cash equivalents at the beginning of the year			**351**	**408**
Cash and cash equivalents at the end of the year			**373**	**351**
Cash and cash equivalents comprises:				
Cash and cheques in hand	11.1	371	2	7
Balance with Banks	11.1	371	371	344
			373	**351**
Other bank balances:				
Deposits*	11.2	371	-	30,029
Unclaimed dividend accounts	11.2	371	43	42
			43	**30,071**

*Original maturity period is more than twelve months but less than twelve months from balance sheet date.

The accompanying notes are forming part of these consolidated financial statements

For and on behalf of the Board of Directors

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

JITENDRA AGARWAL
Partner

Place: New Delhi
Date: April 26, 2023

HISASHI TAKEUCHI
Managing Director & CEO
DIN: 07806180

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Chief Financial Officer

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Director (Corporate planning)
DIN: 08619076

SANJEEV GROVER
Executive Vice President & Company Secretary
ICSI Membership No : F3788

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

1 GENERAL INFORMATION

Maruti Suzuki India Limited ("The Company") is a public limited company incorporated and domiciled in India, listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE). The address of its registered office is #1, Nelson Mandela Road, Vasant Kunj, New Delhi - 110070. The Company is a subsidiary of Suzuki Motor Corporation, Japan. The principal activities of the Company and its subsidiaries are manufacturing, purchase and sale of motor vehicles, components and spare parts. The other activities of the Company comprise facilitation of pre-owned car sales, fleet management and car financing. The Company together with its subsidiaries is herein referred to as "the Group".

2 SIGNIFICANT ACCOUNTING POLICIES

2.1 Statement of Compliance

The financial statements have been prepared as a going concern in accordance with Indian Accounting Standards (Ind AS) notified under the Section 133 of the Companies Act, 2013 ("the Act") read with the Companies (Indian Accounting Standards) Rules, 2015 and other relevant provisions of the Act.

2.2 Basis of Preparation and Presentation

The financial statements have been prepared on the historical cost convention on accrual basis except for certain financial instruments which are measured at fair value at the end of each reporting period, as explained in the accounting policies mentioned below. Historical cost is generally based on the fair value of the consideration given in exchange of goods or services.

All assets and liabilities have been classified as current or non-current according to the Group's operating cycle and other criteria set out in the Act. Based on the nature of products and the time between the acquisition of assets for processing and their realisation in cash and cash equivalents, the Group has ascertained its operating cycle as twelve months for the purpose of current and non-current classification of assets and liabilities.

The principal accounting policies are set out below.

2.3 Basis of Consolidation and Equity Accounting

(i) Subsidiaries

Subsidiaries are entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date the control ceases.

The Group combines the financial statements of the parent and its subsidiaries line by line adding together like items of assets, liabilities, equity, income and expenses. Intercompany transactions, balance and unrealised gains on transactions between Group companies are eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of profit and loss, consolidated statement of change in equity and balance sheet respectively.

(ii) Associates

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies. Investments in associates are accounted for using the equity method of accounting (see note (iv) below), after initially being recognised at cost.

(iii) Joint Ventures

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

Interests in joint ventures are accounted for using the equity method of accounting (see note(iv) below), after initially being recognised at cost in the consolidated balance sheet.

(iv) Equity Method

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post acquisition profits or losses of the investee in profit or loss, and the Group's share of other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from associates and joint ventures are recognised as a reduction in the carrying amount of the investment.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

When the Group's share of losses in equity-accounted investments equals or exceeds its interest in the entity, including any other unsecured long term receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity.

Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

The carrying amount of equity accounted investments are tested for impairment.

(v) Changes in Ownership Interests

The Group treats transactions with non-controlling interests which does not result in loss of control as transaction with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of adjustment to non-controlling interests and any consideration paid or received is recognised within equity.

When the Group ceases to consolidate or equity account for an investment because of loss of control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in profit or loss. The fair value becomes the initial carrying amount for the purposes of subsequent accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

2.4 Going Concern

The board of directors have considered the financial position of the Group as at March 31, 2023 and the projected cash flows and financial performance of the Group for at least twelve months from the date of approval of these financial statements as well as planned cost and cash improvement actions, and believe that the plan for sustained profitability remains on course.

The board of directors have taken actions to ensure that appropriate long-term cash resources are in place at the date of signing the accounts to fund the Group's operations.

2.5 Use of Estimates and Judgements

The preparation of financial statements in conformity with Ind AS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amount of assets, liabilities, income, expenses and disclosures of contingent assets and liabilities at the date of these financial statements and the reported amount of revenues and expenses for the years presented. Actual results may differ from the estimates.

Estimates and underlying assumptions are reviewed at each balance sheet date. Revisions to accounting estimates are recognised in the period in which the estimates are revised and future periods affected.

In particular, information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements are included in the following notes:

Note 33 : Provision for Employee Benefits

Provision for employee benefits requires that certain assumptions such as expected future salary increases, average life expectancy and discount rates etc. are made in order to determine the amount to be recorded for retirement benefit obligations. Substantial changes in the assumed development of any of these variables may significantly change the Group's retirement benefit obligations.

Note 18 & 39 : Provision for Litigations

Income Tax: The Group's tax jurisdiction is in India. Significant judgements are involved in determining the provision for income taxes including judgement on whether tax positions are probable of being sustained in tax assessments. A tax assessment can involve complex issues, which can only be resolved over extended time periods.

Other litigations: Litigations often involve complex legal/ regulatory issues and are connected with a high degree of uncertainty. Accordingly, the assessment of whether an obligation exists on the balance sheet date as a result of an event in the past, and whether a future cash outflow is likely and the obligation can be reliably estimated, largely depends on estimations by the management.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Note 18 : Provision for Warranty and Product Recall

The Group creates provision based on historical warranty claim experience. In addition, assumptions on the amounts of potential costs are also included while creating the provisions. The provisions are regularly adjusted to reflect new information.

Note 4 : Property, Plant and Equipment - Useful Economic Life

Property, plant and equipment represent a significant proportion of the asset base of the Group. The charge in respect of periodic depreciation is derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. The useful lives and residual values of Group's assets are determined by the management at the time the asset is acquired and reviewed periodically, including at each financial year end.

Note 37 : Leases

Ind AS 116 requires lessees to determine the lease term as the non-cancellable period of a lease adjusted with any option to extend or terminate the lease, if the use of such option is reasonably certain. The Group makes an assessment on the expected lease term on a lease-by-lease basis. In evaluating the lease term, the Group considers factors such as any significant lease hold improvements undertaken over the lease term, costs relating to the termination of the lease and the importance of the underlying asset to the Group's operations taking into account the location of the underlying asset and the availability of suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances.

2.6 Revenue Recognition

The Group recognises revenue when the amount of revenue and its related cost can be reliably measured and it is probable that future economic benefits will flow to the entity and degree of managerial involvement associated with ownership or effective control have been met for each of the Group's activities as described below. Amounts disclosed as revenue are net of returns, discounts, sales incentives, goods & service tax and value added taxes.

2.6.1 Sale of Goods

Revenue is recognised for domestic and export sales of vehicles, spare parts, and accessories when the Group transfers control over such products to the customer on dispatch from the factory and the port respectively, which is when control including risk and rewards and title of ownership passes to customer.

2.6.2 Income from Services

Revenue from engineering services are recognised as the related services are performed. Revenue from extended warranty is recognised on time proportion basis. Income from other services are accounted over the period of rendering of services. Invoicing in excess of revenues are classified as contract liabilities. Contract liabilities pertains to advance consideration received towards sale of extended warranty and other services by the Group.

2.6.3 Income from Royalty

Revenue from royalty is recognised on an accrual basis in accordance with the substance of the relevant arrangements.

2.7 Other Income

Dividend income from investments is recognised when the shareholders' right to receive payment has been established.

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably.

2.8 Leases

2.8.1 The Group as Lessor

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Amounts due from lessees under finance leases are recognised as receivables at the amount of the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group's net investment outstanding in respect of the leases. When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. The sublease is classified as a finance or operating lease by reference to the right of-use asset arising from the head lease.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Where the rentals are structured solely to increase in line with expected general inflation to compensate for the Group's expected inflationary cost increases, such increases are recognised in the period in which such benefits accrue.

The Group did not make any adjustments to the accounting for assets held as a lessor as a result of adopting the new lease standard.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

2.8.2 The Group as Lessee

The Group assesses whether a contract contains a lease, at inception of a contract. At the date of commencement of the lease, the Group recognises a 'right-of-use' asset and a corresponding liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Group recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease

Right-of-use asset are measured at cost comprising the following:

- the amount of initial measurement of liability
- any lease payments made at or before the commencement date less the incentives received
- any initial direct costs, and
- restoration costs

They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use asset are depreciated over the shorter of asset's useful life and the lease term on a straight-line basis. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable.

Lease liabilities measured at amortised cost include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by the Group under residual value guarantees
- the exercise price of purchase option if the Group is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability. The lease payments are discounted using the rate interest implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in the similar economic environment with similar terms, security and conditions.

The Group accounts for each lease component within the contract as a lease separately from non-lease components of the contract in accordance with Ind AS 116 and allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Lease payments are apportioned between finance expenses and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability. Finance expenses are recognised immediately in the Statement of profit and loss, unless they are directly attributable to qualifying assets. Variable lease payments are recognised in the Statement of profit and loss in the period in which the condition that triggers those payments that occur.

2.9 Foreign Currencies

2.9.1 Functional and Presentation Currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Indian rupee (₹), which is the Group's functional and presentation currency.

2.9.2 Transactions and Balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in profit or loss. They are deferred in equity if they relate to qualifying cash flow hedges.

2.10 Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Interest income earned on the temporary investment of surplus funds out of specific borrowings pending their expenditure on qualifying assets are deducted from the borrowing costs eligible for capitalisation.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

All other borrowing costs are recognised in the Statement of profit or loss in the period in which they are incurred.

2.11 Employee Benefits

2.11.1 Short-term Obligations

Liabilities for wages and salaries including non-monetary benefits that are expected to be settled within the operating cycle after the end of the period in which the employees render the related services are recognised in the period in which the related services are rendered and are measured at the undiscounted amount expected to be paid.

2.11.2 Other Long-Term Employee Benefit Obligations

Liabilities for leave encashment and compensated absences which are not expected to be settled wholly within the operating cycle after the end of the period in which the employees render the related service are measured at the present value of the estimated future cash outflows using the projected unit credit method. The benefits are discounted using the market yields at the end of the reporting period on Government bonds that have terms approximating to the terms of the related obligation. Remeasurements as a result of experience adjustments and changes in actuarial assumptions are recognised in profit or loss.

2.11.3 Post-Employment Obligations

Defined Benefit Plans

The Group has defined benefit plans namely gratuity, provident fund and retirement allowance for employees. The gratuity fund and provident fund are recognised by the income tax authorities and are administered through trusts set up by the Group. Any shortfall in the size of the fund maintained by the trust is additionally provided for in profit or loss.

The liability or asset recognised in the balance sheet in respect of gratuity plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by actuaries using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows by reference to market yields at the end of the reporting period on government bonds that have terms approximating to the terms of the related obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in profit or loss.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income. They are included in retained earnings in the statement of changes in equity and in the balance sheet.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service cost.

Defined Contribution Plans

The Group has defined contribution plans for post-employment benefit namely the superannuation fund which is recognised by the income tax authorities. This fund is administered through a trust set up by the Group and the Group's contribution thereto is charged to profit or loss every year. The Group has no further payment obligations once the contributions have been paid. The Group also maintains an insurance policy to fund a post-employment medical assistance scheme, which is a defined contribution plan. The Group's contribution to State Plans namely Employees' State Insurance Fund and Employees' Pension Scheme are charged to the statement of profit and loss every year.

Termination Benefits

A liability for the termination benefit is recognised at the earlier of when the Group can no longer withdraw the offer of the termination benefit and when the Group recognises any related restructuring costs.

2.12 Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

2.12.1 Current Tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from 'profit before tax' as reported in the statement of profit and loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

2.12.2 Deferred Tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profits. Deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax assets are recognised for all deductible temporary differences and incurred tax losses to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

2.12.3 Current and Deferred Tax for the year

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the income taxes are also recognised in other comprehensive income or directly in equity respectively.

2.13 Property, Plant and Equipment

Property, plant and equipment are stated at cost of acquisition or construction less accumulated depreciation less accumulated impairment, if any. Freehold land is measured at cost and is not depreciated.

Such assets are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. Other repairs and maintenance of revenue nature are charged to profit or loss during the reporting period in which they are incurred.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from continued use of asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of asset and recognised in profit or loss.

Depreciation Methods, Estimated Useful Lives and Residual Value

Depreciation is calculated using the straight-line method on a pro-rata basis from the commissioning month in which each asset is ready for intended use to allocate their cost, net of their residual values, over their estimated useful lives.

Estimated useful life of assets are as follows which is based on technical evaluation of the useful lives of the assets:

Particulars	Useful Life
Building	3-60 years
Plant and machinery other than Dies and Jigs	8 years
Dies and jigs	5 years
Electronic data processing equipment	3 years
Furniture and fixtures	10 years
Office appliances	5 years
Railway Sidings	15 years
Vehicles	8-10 years

The assets' residual values, estimated useful lives and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

All assets, the individual written down value of which at the beginning of the year is ₹ 5,000 or less, are depreciated at the rate of 100%. Assets purchased during the year costing ₹ 5,000 or less are depreciated at the rate of 100%.

Gains and losses on disposal are determined by comparing proceeds with carrying amount and are credited / debited to Statement of profit or loss.

Freehold land and Leasehold land in the nature of perpetual lease is not amortised.

2.14 Intangible Assets

2.14.1 Intangible Assets Acquired Separately

Lump sum royalty, computer software and engineering support fee are stated at cost less accumulated amortisation and impairment. Intangible assets are amortized over their

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

respective individual estimated useful lives on a straight-line basis, from the date that they are available for use. Amortization methods and useful lives are reviewed periodically including at each financial year end..

2.14.2 Amortisation Methods and Useful Lives

Intangible assets are amortized on a Straight Line basis over the estimated useful economic life in the Statement of Profit and loss. The estimated useful life of intangible assets i.e. Software, Lump sum royalty and Engineering support fee has been estimated as of five years. The amortization period and the amortization method for an intangible asset is reviewed at the end of each financial year. If any of these expectations differ from previous estimates, such change is accounted for as a change in an accounting estimate. An intangible asset is derecognised when no future economic benefits are expected from use.

2.15 Impairment of Tangible and Intangible Assets

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

2.16 Inventories

Inventories are valued at the lower of cost, determined on the weighted average basis and net realisable value.

The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Cost of inventories also include all other costs incurred in bringing the inventories to their present location and condition. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

Machinery spares (other than those supplied along with main plant and machinery, which are capitalised and depreciated accordingly) are charged to profit or loss on consumption except those valued at ₹ 5,000 or less individually, which are charged to revenue in the year of purchase.

2.17 Provisions and Contingencies

Provisions: Provisions are recognised when there is a present obligation as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and there is a reliable estimate of the amount of the obligation. Provisions are determined by discounting the expected future cash flows at a pre tax rate that reflects current market assessment of the time value of money and the risks specific to the liability.

Contingent Liabilities: Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non occurrence of one or more uncertain future events not wholly within the control of the Group or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle or a reliable estimate of the amount cannot be made.

2.18 Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial instruments (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss. Subsequently, financial instruments are measured according to the category in which they are classified.

2.19 Financial Assets

All purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

2.19.1 Classification of Financial Assets

Classification of financial assets depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and
- those measured at amortised cost

The classification depends on the Group's business model for managing the financial assets and the contractual terms of the cash flows.

A financial asset that meets the following two conditions is measured at amortised cost unless the asset is designated at fair value through profit or loss under the fair value option:

- Business model test : the objective of the Group's business model is to hold the financial asset to collect the contractual cash flows.
- Cash flow characteristic test : the contractual term of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A financial asset that meets the following two conditions is measured at fair value through other comprehensive income unless the asset is designated at fair value through profit or loss under the fair value option:

- business model test : the financial asset is held within a business model whose objective is achieved by both collecting cash flows and selling financial assets.
- cash flow characteristic test : the contractual term of the financial asset gives rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are measured at fair value through profit or loss.

2.19.2 Investments in Equity Instrument at Fair Value Through Other Comprehensive Income (FVTOCI)

On initial recognition, the Group can make an irrevocable election (on an instrument by instrument basis) to present the subsequent changes in fair value in other comprehensive income pertaining to investments in equity instrument. This election is not permitted if the equity instrument is held for trading. These elected investments are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains / losses arising from changes in fair value recognised in other comprehensive income. This cumulative gain or loss is not reclassified to profit or loss on disposal of the investments.

The Group has equity investments in certain entities which are not held for trading. The Group has elected the fair value through other comprehensive income irrevocable option for all such investments. Dividend on these investments are recognised in profit or loss.

2.19.3 Financial Assets at Fair Value Through Profit or Loss (FVTPL)

Investment in equity instrument are classified at fair value through profit or loss, unless the Group irrevocably elects on initial recognition to present subsequent changes in fair value in other comprehensive income for investments in equity instruments which are not held for trading.

Financial assets that do not meet the amortised cost criteria or fair value through other comprehensive income criteria are measured at fair value through profit or loss. A financial asset that meets the amortised cost criteria or fair value through other comprehensive income criteria may be designated as at fair value through profit or loss upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would arise from measuring assets and liabilities or recognising the gains or losses on them on different bases.

Investments in debt based mutual funds are measured at fair value through profit or loss.

Financial assets which are fair valued through profit or loss are measured at fair value at the end of each reporting period, with any gains or losses arising on remeasurement recognised in profit or loss.

2.19.4 Cash and Cash Equivalents

In the cash flow statement, cash and cash equivalents includes cash in hand, cheques and drafts in hand, balances with bank and deposits held at call with financial institutions, short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet and

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(All amounts in ₹ million, unless otherwise stated)

forms part of financing activities in the cash flow statement. Book overdraft are shown within other financial liabilities in the balance sheet and forms part of operating activities in the cash flow statement.

2.19.5 Impairment of Financial Assets

The Group assesses impairment based on expected credit losses (ECL) model to the following :

- financial assets measured at amortised cost
- financial assets measured at fair value through other comprehensive income

Expected credit loss are measured through a loss allowance at an amount equal to :

- the twelve month expected credit losses (expected credit losses that result from those default events on the financial instruments that are possible within twelve months after the reporting date); or
- full life time expected credit losses (expected credit losses that result from all possible default events over the life of the financial instrument).

For trade receivables or any contractual right to receive cash or another financial asset that result from transactions that are within the scope of Ind AS 115, the Group always measures the loss allowance at an amount equal to lifetime expected credit losses.

2.19.6 Derecognition of Financial Assets

A financial asset is derecognised only when

- The Group has transferred the rights to receive cash flows from the financial asset or
- Retains the contractual rights to receive the cash flows of the financial asset, but assumes a contractual obligation to pay the cash flows to one or more recipients.

2.19.7 Foreign Exchange Gains and Losses

The fair value of financial assets denominated in a foreign currency is determined in that foreign currency and translated at the exchange rate at the end of each reporting period. For foreign currency denominated financial assets measured at amortised cost or fair value through profit or loss the exchange differences are recognised in profit or loss except for those which are designated as hedge instrument in a hedging relationship. Further change in the carrying amount of investments in equity instruments at fair value through other comprehensive income relating to changes in foreign currency rates are recognised in other comprehensive income.

2.20 Financial Liabilities and Equity Instruments

2.20.1 Classification of Debt or Equity

Debt or equity instruments issued by the Group are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

2.20.2 Equity Instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs.

2.20.3 Financial Liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest rate method or at fair value through profit or loss.

2.20.3.1 Trade and Other Payables

Trade and other payables represent liabilities for goods or services provided to the Group prior to the end of financial year which are unpaid.

2.20.3.2 Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest rate method.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

2.20.3.3 Foreign Exchange Gains or Losses

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments and are recognised in profit or loss.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the exchange rate at the end of the reporting period. For financial liabilities that are measured as at fair value through profit or loss, the foreign exchange component forms part of the fair value gains or losses and is recognised in profit or loss.

2.20.3.4 Lease Liabilities

The lease liability is initially measured at amortized cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the group changes its assessment if whether it will exercise an extension or a termination option.

2.20.3.5 Derecognition of Financial Liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired.

2.21 Derivative Financial Instruments

The Group enters into foreign exchange forward contracts and certain other derivative financial instruments to manage its exposure to foreign exchange rate risks and commodity price risks. Further details of derivative financial instruments are disclosed in note 34.

Derivatives are initially recognised at fair value at the date the derivative contracts are entered into and are subsequently remeasured to their fair value at the end of each reporting period. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument which is recognised in other comprehensive income (net of tax) and presented as a separate component of equity which is later reclassified to profit or loss when the hedge item affects profit or loss.

2.21.1 Embedded Derivatives

Derivatives embedded in a host contract that is an asset within the scope of Ind AS 109 are not separated. Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Derivatives embedded in all other host contract are separated only if the economic characteristics and risks of the embedded derivative are not closely related to the economic characteristics and risks of the host and are measured at fair value through profit or loss. Embedded derivatives closely related to the host contracts are not separated.

2.22 Hedge Accounting

The Group designates certain hedging instruments, in respect of foreign currency risk, as either fair value hedges or cash flow hedges. Hedges of foreign exchange risk on firm commitments are accounted for as cash flow hedges.

At the inception of the hedge relationship, the entity documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an on-going basis, the Group documents whether the hedging instrument is highly effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk.

Changes in the fair value of these contracts that are designated and effective as hedges of future cash flows are recognised in other comprehensive income (net of tax) and the ineffective portion is recognised immediately in the profit or loss. Amount accumulated in equity are reclassified to the profit or loss in the periods in which the forecasted transaction occurs.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. For forecast transactions, any cumulative gain or loss on the hedging instrument recognised in other equity is retained there until the forecast transaction occurs.

Note 34 sets out details of the fair values of the derivative instruments used for hedging purposes.

2.23 Offsetting Financial Instruments

Financial assets and liabilities are offset and the net amount is reported in the balance sheet where there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Group or the counterparty.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

2.24 Government Grant

Government grants are recognised where there is reasonable assurance that the Group will comply with the conditions attaching to them and the grants will be received. Government grants are recognised in statement of profit and loss on a systematic basis over the periods in which the Group recognises as expense the related cost for which the grants are intended to compensate.

2.25 Earning Per Share

Basic earning per share has been computed by dividing the net income by the weighted average number of shares outstanding during the year. Diluted earning per share has been computed using the weighted average number of shares and diluted potential shares, except where the result would be anti-dilutive.

2.26 Dividends

Final dividends on shares are recorded on the date of approval by the shareholders of the Group.

2.27 Royalty

The Group pays / accrues for royalty in accordance with the relevant licence agreements.

2.28 Business Combinations

Acquisitions of subsidiaries and businesses are accounted for using the acquisition method. Acquisition related costs are recognized in profit or loss as incurred. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition are recognized at their fair value at the acquisition date, except certain assets and liabilities that are required to be measured as per the applicable standard.

Purchase consideration in excess of the Group's interest in the acquiree's net fair value of identifiable assets, liabilities and contingent liabilities is recognized as goodwill. Excess of the Group's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over the purchase consideration is recognized, after reassessment of fair value of net assets acquired, in the Capital Reserve.

Common Control

A business combination involving entities or businesses under common control is a business combination in which all of the combining entities or businesses are ultimately controlled by the same party or parties both before and after the business combination and the control is not transitory. Business combinations involving entities under common control are accounted for using the pooling of interests method. The net assets of the transferor entity or business are accounted at their carrying amounts on the date of the acquisition subject to necessary adjustments required to harmonise accounting policies. Any excess or shortfall of the consideration paid over the share capital of transferor entity or business is recognised as capital reserve under equity.

2.29 Rounding of Amounts

All amounts disclosed in the financial statements and the accompanying notes have been rounded off to the nearest million as per the requirement of Schedule III of the Companies Act 2013, unless otherwise stated.

3 APPLICABILITY OF NEW AND REVISED IND AS

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. On March 31, 2023, MCA amended the Companies (Indian Accounting Standards) Amendment Rules, 2023, as below

Ind AS 1 - Presentation of Financial Statements - This amendment requires the entities to disclose their material accounting policies rather than their significant accounting policies. The effective date for adoption of this amendment is annual periods beginning on or after April 1, 2023. The Group has evaluated the amendment and the impact of the amendment is insignificant in the standalone financial statements.

Ind AS 8 - Accounting Policies, Changes in Accounting Estimates and Errors - This amendment has introduced a definition of 'accounting estimates' and included amendments to Ind AS 8 to help entities distinguish changes in accounting policies from changes in accounting estimates. The effective date for adoption of this amendment is annual periods beginning on or after April 1, 2023. The Group has evaluated the amendment and there is no impact on its standalone financial statements.

Ind AS 12 - Income Taxes - The effective date for adoption of this amendment is annual periods beginning on or after April 1, 2023. The Group has evaluated the amendment and there should be no material impact on its consolidated financial statements.

Notes to the Consolidated Financial Statements

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4 PROPERTY, PLANT AND EQUIPMENT AND CAPITAL WORK-IN-PROGRESS

	As at 31.03.2023	As at 31.03.2022
Carrying amount of		
Freehold Land	61,926	40,554
Buildings	20,774	19,477
Railway Siding	723	-
Plant and Machinery	78,886	63,796
Electronic Data Processing (EDP) Equipment	811	798
Furniture, Fixtures and Office Appliances	1,744	1,864
Vehicles	2,057	1,772
	166,921	**128,261**
Capital work-in-progress	28,152	26,462
	195,073	**154,723**

	Freehold Land^	Buildings	Railway Siding	Plant and Machinery	EDP Equipment	Furniture, Fixtures and Office Appliances	Vehicles	Total
Gross carrying amount								
Balance at April 01, 2021	40,205	27,906	-	222,623	2,924	4,031	1,741	**299,430**
Additions	355	1,427	-	10,500	520	436	1,166	**14,404**
Disposal / adjustments*	(6)	(126)	-	(6,007)	(206)	(20)	(422)	**(6,787)**
Balance at March 31, 2022	**40,554**	**29,207**	**-**	**227,116**	**3,238**	**4,447**	**2,485**	**307,047**
Additions	21,376	2,769	727	38,645	646	496	1,115	**65,774**
Disposal / adjustments*	(4)	(178)	-	(4,024)	(205)	(94)	(775)	**(5,280)**
Balance at March 31, 2023	**61,926**	**31,798**	**727**	**261,737**	**3,679**	**4,849**	**2,825**	**367,541**
Accumulated depreciation and impairment								
Balance at April 01, 2021	-	8,193	-	144,742	2,050	2,046	614	**157,645**
Depreciation expenses	-	1,602	-	23,092	595	549	272	**26,110**
Disposal / adjustments*	-	(65)	-	(4,514)	(205)	(12)	(173)	**(4,969)**
Balance at March 31, 2022	**-**	**9,730**	**-**	**163,320**	**2,440**	**2,583**	**713**	**178,786**
Depreciation expenses	-	1,414	4	23,017	632	598	338	**26,003**
Disposal / adjustments*	-	(120)	-	(3,486)	(204)	(76)	(283)	**(4,169)**
Balance at March 31, 2023	**-**	**11,024**	**4**	**182,851**	**2,868**	**3,105**	**768**	**200,620**
Carrying amount								
Balance at April 01, 2021	40,205	19,713	-	77,881	874	1,985	1,127	**141,785**
Additions	355	1,427	-	10,500	520	436	1,166	**14,404**
Disposal / adjustments*	(6)	(61)	-	(1,493)	(1)	(8)	(249)	**(1,818)**
Depreciation expenses	-	(1,602)	-	(23,092)	(595)	(549)	(272)	**(26,110)**
Balance at March 31, 2022	**40,554**	**19,477**	**-**	**63,796**	**798**	**1,864**	**1,772**	**128,261**
Additions	21,376	2,769	727	38,645	646	496	1,115	**65,774**
Disposal / adjustments*	(4)	(58)	-	(538)	(1)	(18)	(492)	**(1,111)**
Depreciation expenses	-	(1,414)	(4)	(23,017)	(632)	(598)	(338)	**(26,003)**
Balance at March 31, 2023	**61,926**	**20,774**	**723**	**78,886**	**811**	**1,744**	**2,057**	**166,921**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

4.1 Notes on property, plant and equipment

1 Plant and Machinery includes a Gas Turbine jointly owned by the Company with its group companies and other companies having carrying amount as at 31.03.2023 is Nil (as at 31.03.22 is Nil).

2 A part of freehold land of the Company situated at Gurugram, Manesar and in the state of Gujarat has been made available to its group companies / fellow subsidiary for their business purpose.

^Above includes 69.19 acres of vacant land parcels in the State of Gujarat amounting to ₹ 174 million (as at 31.03.2022 ₹ 174 million) acquired by the Company for expansion activities, which are under litigation / title disputes.

* Adjustment includes the intra-head re-grouping of amounts.

4.2 List of immovable properties not yet registered in the name of the Company

Below items are part of Property, plant and equipment as at March 31, 2023

Description of item of property	Carrying Value as at March 31, 2023	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/director or employee of promoter/director	Property held since which date	Reasons for not being held in the name of the Company	Whether disputed
Land	113	Government of Gujarat	No	18-11-2013	Title of the land got reversed in the name of Government of Gujarat as per the order passed by District Collector, Ahmedabad.	Yes
	21,312	Government of Haryana	No	26-08-2022	The Company has been allotted the Land through Regular Letter of Allotment (RLA) and is in possession and occupant of the land. As per terms of RLA conveyance deed can be executed in 2 yr from date of possession which will be done well within the stipulated time lines.	No
Building	12	Adani Ports and Special Economic Zone Limited	No	08-06-2011	The Company is in possession and occupant of the Flats but conveyance has not been done by the builder. It appears they can give on long term lease only. The company has taken up strongly with the builder for suitable resolution.	No
	12	Excel Venture construction Pvt. Ltd. / Jharkhand State Housing Board	No	01-04-2012	There is a ongoing litigation between the builder (M/S Excel Venture Construction Pvt Ltd) and Govt Authority (Jharkhand Housing Board) regarding the %age ownership of the project as land belongs to JHB and construction done by builder. The registration of flats can be undertaken after settlement of litigation. The Company are in continuous discussion with the builder for early resolution.	Yes
Total	**21,449**					

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(All amounts in ₹ million, unless otherwise stated)

Below items are part of Property, plant and equipment as at March 31, 2022

Description of Item of Property	Carrying Value as at March 31, 2022	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/director or employee of promoter/director	Property held since which date	Reasons for not being held in the name of the Company	Whether disputed
Land	113	Government of Gujarat	No	18-11-2013	Title of the land got reversed in the name of Government of Gujarat as per the order passed by District Collector, Ahmedabad.	Yes
Building	12	Adani Ports and Special Economic Zone Limited	No	08-06-2011	The Company is in possession and occupant of the flats but conveyance deed are yet to be executed by Adani Ports and Special Economic Zone Limited. The Company is in discussion with Adani Ports and Special Economic Zone Limited to register the flats in its name.	No
	12	Excel Venture construction Pvt. Ltd. / Jharkhand State Housing Board	No	01-04-2012	There is a ongoing litigation between M/S Excel Venture Construction Pvt Ltd. and Jharkhand Housing Board (Government authority) regarding the percentage ownership of the project as the land belongs to Jharkhand Housing Board and construction was done by M/S Excel Venture Construction Private Limited. The Company is in discussion with M/S Excel Venture Construction Private Limited for registration of flats. The registration of flats can be undertaken after settlement of litigation.	Yes
Total	**137**					

4.3 Capital work-in-progress ageing schedule as at March 31, 2023

(a) Capital work-in-progress

Particulars	Amount in capital work-in-progress for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	24,153	3,273	349	202	27,977
Projects temporary suspended	-	1	1	173	175
Total	**24,153**	**3,274**	**350**	**375**	**28,152**

(b) For capital-work-in progress, whose completion is overdue or has exceeded its cost compared to its original plan

Particulars	To be completed in				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Buildings	71	15	-	-	86
Plant & Machinery	7,528	46	1	279	7,854
Total	**7,599**	**61**	**1**	**279**	**7,940**
Projects temporary suspended					
Buildings	104	-	-	-	104

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(All amounts in ₹ million, unless otherwise stated)

Capital work-in-progress ageing schedule as at March 31, 2022

(a) Capital work-in-progress

Particulars	Amount in capital work-in-progress for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	22,223	3,545	305	199	26,272
Projects temporary suspended	1	1	4	184	190
Total	**22,224**	**3,546**	**309**	**383**	**26,462**

(b) For capital-work-in progress, whose completion is overdue or has exceeded its cost compared to its original plan

Particulars	To be completed in				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Buildings	572	-	-	-	572
Plant & Machinery	12,917	1,362	-	-	14,279
Total	**13,489**	**1,362**	**-**	**-**	**14,851**
Projects temporary suspended					
Buildings	119	-	-	-	119

5 INTANGIBLE ASSETS & INTANGIBLE ASSETS UNDER DEVELOPMENT

	As at 31.03.2023	As at 31.03.2022
Carrying amount of		
Software	722	197
Lumpsum royalty and engineering support fee	4,757	3,302
Total Intangible assets	**5,479**	**3,499**
Intangible assets under development	889	2,903
	6,368	**6,402**

	Software	Lumpsum royalty and engineering support fee	Total
Gross carrying amount			
Balance at April 01, 2021	-	9,674	9,674
Additions	216	2,649	2,865
Balance at March 31, 2022	**216**	**12,323**	**12,539**
Additions	614	3,446	4,060
Balance at March 31, 2023	**830**	**15,769**	**16,599**
Accumulated amortisation and impairment			
Balance at April 01, 2021	-	7,432	7,432
Amortisation expenses	19	1,589	1,608
Balance at March 31, 2022	**19**	**9,021**	**9,040**
Amortisation expenses	89	1,991	2,080
Balance at March 31, 2023	**108**	**11,012**	**11,120**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

	Software	Lumpsum royalty and engineering support fee	Total
Carrying amount			
Balance at April 01, 2021	-	2,242	2,242
Additions	216	2,649	2,865
Amortisation expenses	(19)	(1,589)	(1,608)
Balance at March 31, 2022	**197**	**3,302**	**3,499**
Additions	614	3,446	4,060
Amortisation expenses	(89)	(1,991)	(2,080)
Balance at March 31, 2023	**722**	**4,757**	**5,479**

5.1 Intangible assets under development ageing schedule as at March 31, 2023

Intangible assets under development ageing schedule

	Amount in Intangible assets under development for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	276	613	-	-	889

Intangible assets under development ageing schedule as at March 31, 2022

Intangible assets under development ageing schedule

	Amount in Intangible assets under development for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	1,909	994	-	-	2,903

6 INVESTMENTS

	As at 31.03.2023	As at 31.03.2022
Non-current		
Investments in equity instruments		
- Associate companies	16,727	15,362
- Joint venture companies	1,346	1,146
- Others	15,245	13,296
Investment in preference shares	-	-
Investments in debt mutual funds	458,525	349,542
	491,843	**379,346**
Current		
Investments in debt mutual funds	-	41,001
	-	**41,001**
Aggregate value of unquoted investments	476,485	406,125
Aggregate value of quoted investments	15,408	14,272
Market value of quoted investments	15,800	14,841
Aggregate provision for diminution in value of investments	50	50

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

6.1 Investments in associates

Break-up of Investments in associates (carrying amount determined using the equity method of accounting)

	As at 31.03.2023		As at 31.03.2022	
	Number	Amount	Number	Amount
Quoted investments (fully paid up)				
Bharat Seats Limited (Face value of ₹ 2 each)	4,650,000	215	4,650,000	189
Jay Bharat Maruti Limited (Face value of ₹ 5 each)	12,680,000	1,479	12,680,000	1,371
Machino Plastics Limited (Face value of ₹ 10 each)	941,700	78	941,700	76
Total aggregate quoted investments (A)		**1,772**		**1,636**
Aggregate market value of quoted investments		**2,164**		**2,205**

	As at 31.03.2023		As at 31.03.2022	
	Number	Amount	Number	Amount
Unquoted investments (fully paid up)				
Caparo Maruti Limited (Face value of ₹ 10 each)	2,500,000	78	2,500,000	207
Hanon Climate Systems India Private Limited (Face value of ₹ 100 each)	518,700	1,046	518,700	1,005
Krishna Maruti Limited (Face value of ₹ 10 each)	670,000	1,791	670,000	1,513
SKH Metals Limited (Face value of ₹ 10 each)	2,645,000	687	2,645,000	601
Nippon Thermostat (India) Limited (Face value of ₹ 10 each)	125,000	2	125,000	-
Mark Exhaust Systems Limited (Face value of ₹ 10 each)	4,437,465	494	4,437,465	420
Bellsonica Auto Components India Private Limited (Face value of ₹ 100 each)	3,540,000	139	3,540,000	187
FMI Automotive Components Private Limited (Face value of ₹ 10 each)	44,100,000	970	44,100,000	931
Manesar Steel Processing India Private Limited (Face value of ₹ 10 each)	6,840,000	69	6,840,000	62
Maruti Suzuki Insurance Broking Private Limited (Face value of ₹ 10 each)	751,643	7,620	751,643	6,761
Bahucharaji Rail Corporation Limited (Face value of ₹ 10 each)	204,417,200	2,059	204,417,200	2,039
Total aggregate unquoted investments (B)		**14,955**		**13,726**
Total investments carrying value (A) + (B)		**16,727**		**15,362**

Investments in associates are accounted for using the equity method in these consolidated financial statements.

Each of the fourteen associates is not individually material to the Group considering the contribution of these associates to the consolidated net assets of the Group.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Financial information of associates that are not individually material

	Year ended 31.03.2023	Year ended 31.03.2022
The Group's share of profit or loss	1,558	1,464
The Group's share of other comprehensive income	2	6
The Group's share of total comprehensive income	**1,560**	**1,470**

	As at 31.03.2023	As at 31.03.2022
Aggregate carrying amount of the Group's interest in these associates	16,727	15,362

6.2 Investments in joint ventures

Break-up of Investments in joint ventures (carrying amount determined using the equity method of accounting)

	As at 31.03.2023		As at 31.03.2022	
	Number	Amount	Number	Amount
Unquoted Investments (fully paid up)				
Plastic Omnium Auto Inergy Manufacturing India Private Limited (Face value of ₹ 10 each)	6,656,000	239	6,656,000	234
Marelli Powertrain India Private Limited (formerly Magneti Marelli Powertrain India Private Limited) (Face value of ₹ 10 each)	8,550,000	929	8,550,000	715
Maruti Suzuki Toyotsu India Private Limited (Face value of ₹ 10 each)	22,050,000	178	22,050,000	197
Total aggregate unquoted investment		**1,346**		**1,146**

Investments in joint ventures are accounted for using the equity method in these consolidated financial statements.

Each of three joint ventures is not individually material to the Group considering the contribution of these joint ventures to the consolidated net asset of the Group.

Financial information in respect of joint ventures that are not individually material

	Year ended 31.03.2023	Year ended 31.03.2022
The Group's share of profit or loss	216	155
The Group's share of other comprehensive income	(2)	(2)
The Group's share of total comprehensive income	**214**	**153**

	As at 31.03.2023	As at 31.03.2022
Aggregate carrying amount of the Group's interest in these joint ventures	1,346	1,146

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

6.3 Other equity instruments

Investments in equity instruments at fair value through other comprehensive income

	As at 31.03.2023		As at 31.03.2022	
	Number	Amount	Number	Amount
Quoted Investments (fully paid up)				
Asahi India Glass Limited (Face value of ₹ 1 each)	26,995,200	12,210	26,995,200	11,612
JTEKT India Limited (Formerly known as Sona Koyo Steering Systems Limited) (Face value of ₹ 1 each)	13,800,000	1,426	13,800,000	1,024
Total aggregate quoted Investments (i)		**13,636**		**12,636**
Unquoted Investments (fully paid up)				
Denso India Private Limited (Face value of ₹ 10 each)	2,862,758	288	2,862,758	359
Haryana Orbital Rail Corporation Limited (Face value of ₹ 10 each)	130,000,000	1,300	30,000,000	300
Sociograph Solutions Private Limited (Face value of ₹ 10 each)	2,106	20	-	-
Total aggregate unquoted Investments (ii)		**1,608**		**659**
Investment in equity shares of Section 8 Company				
International Automobile Centre of Excellence (Face value of ₹ 10 each)	100,000	1	100,000	1
Investment in equity shares of Section 8 Company (iii)		**1**		**1**
Investments in other equity instruments [i+ii+iii]		**15,245**		**13,296**

6.4 Investment in unquoted preference shares

	As at 31.03.2023		As at 31.03.2022	
	Number	Amount	Number	Amount
Western Paques (India) Limited (Face value of ₹ 100 each)	500,000	50	500,000	50
Less: Provision for diminution in value		(50)		(50)
		-		-

6.5 Investments in unquoted debt mutual funds*

	As at 31.03.2023		As at 31.03.2022	
	Current	Non Current	Current	Non Current
Fixed term debt maturity plans	-	3,526	16,389	3,411
Open ended debt schemes	-	454,999	24,612	346,131
Total Investments in unquoted debt mutual funds	**-**	**458,525**	**41,001**	**349,542**

* Includes debt mutual funds for employee welfare fund as at 31.03.2023 amounting to ₹ 2,595 million (as at 31.03.2022 : ₹ 2,484 million)

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

7 LOANS (unsecured and considered good, unless otherwise stated)

	As at 31.03.2023	As at 31.03.2022
Non Current		
Employee related loans and advances	1	1
Inter corporate deposits- unsecured considered doubtful	125	125
Provision for doubtful Intercorporate deposits	(125)	(125)
Others	1	1
	2	**2**
Current		
Employee related loans and advances	297	305
	297	**305**

8 TRADE RECEIVABLES

	As at 31.03.2023	As at 31.03.2022
Unsecured - considered good	33,014	20,345
- significant increase in credit risk	30	29
Allowance for doubtful debts	(30)	(29)
	33,014	**20,345**

8.1 The credit risk to the Group is limited since most of the sales are made against advances or letter of credit/bank guarantees from banks of national standing. The credit period generally allowed on domestic sales varies from 30 to 45 days (excluding transit period). The credit period on export sales varies on case to case basis, based on market conditions.

8.2 Trade Receivables ageing schedule as at March 31, 2023

Particulars	Outstanding for following periods from due date of payments						Total
	Not Due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade receivables –considered good	30,530	2,444	5	30	1	4	33,014
Undisputed Trade Receivables –credit impaired	-	-	0	2	-	-	2
Disputed Trade Receivables –which have significant increase in credit risk	-	-	-	-	-	27	27
Less: allowance for doubtful debts	-	-	(0)	(2)	-	(27)	(29)
Total	**30,530**	**2,444**	**5**	**30**	**1**	**4**	**33,014**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Trade Receivables ageing schedule for the year ended March 31, 2022

Particulars	Outstanding for following periods from due date of payments						Total
	Not Due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade receivables –considered good	19,924	365	34	16	1	4	20,344
Undisputed Trade Receivables –credit impaired	-	-	-	1	-	-	1
Disputed Trade Receivables –which have significant increase in credit risk	-	-	-	-	1	26	27
Less: allowance for doubtful debts	-	-	-	-	(1)	(26)	(27)
Total	**19,924**	**365**	**34**	**17**	**1**	**4**	**20,345**

9 OTHER FINANCIAL ASSETS (unsecured and considered good, unless otherwise stated)

	As at 31.03.2023	As at 31.03.2022
Non-current		
Financial assets carried at amortised cost		
Security deposits	455	247
Others	140	128
	595	**375**
Current		
Financial assets carried at amortised cost		
Interest accrued - unsecured	1	88
Recoverable from related parties (Refer to note 36)	21,367	25,410
Others - considered good	566	424
- considered doubtful	28	28
Less: provision for doubtful assets	(28)	(28)
Financial assets carried at fair value		
Foreign currency and commodity forward contract not qualifying or not designated in hedge accounting relationships	-	8
	21,934	**25,930**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

10 INVENTORIES

	As at 31.03.2023	As at 31.03.2022
Inventories (lower of cost and net realisable value)		
Raw materials	20,709	18,027
Work-in-progress	2,096	2,299
Finished goods		
Vehicle	7,658	5,509
Vehicle spares and components	418	344
Traded goods		
Vehicle	1,916	909
Vehicle spares and components	5,123	4,111
Stores and spares	3,328	3,064
Loose Tools	1,587	1,060
	42,835	**35,323**
Inventory includes in transit inventory of:		
Raw materials	7,094	6,383
Stock in trade	86	82

10.1 The cost of inventories recognised as an expense during the year in respect of continuing operations was ₹ 939,111 million (previous year ₹ 732,475 million).

The cost of inventories recognised as an expense includes ₹ 64 million (previous year ₹ 57 million) in respect of write-downs of inventory to net realisable value.

The mode of valuation of inventories has been stated in note 2.16.

11 CASH AND BANK BALANCES

11.1 Cash and cash equivalents:

	As at 31.03.2023	As at 31.03.2022
Balances with Banks	371	344
Cheques, drafts in hand	-	6
Cash in hand	2	1
	373	**351**

11.2 Other bank balances:

	As at 31.03.2023	As at 31.03.2022
Deposits*	-	30,029
Unclaimed dividend accounts	43	42
	43	**30,071**

*Original maturity period is more than twelve months but less than 12 months from balance sheet date.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

12 OTHER ASSETS (unsecured and considered good, unless otherwise stated)

	As at 31.03.2023	As at 31.03.2022
Non-current		
Capital advances - considered good	5,564	10,651
Prepaid expenses	3,623	3,248
Amount paid under protest / dispute	12,261	11,234
Claims - unsecured considered good	4	42
- unsecured : significant increase in credit risk	7	7
Less : allowance for doubtful claims	(7)	(7)
Others	33	29
	21,485	**25,204**
Current		
Balance with customs, port trust and other government authorities	9,300	9,559
Claims	675	1,097
Prepaid expenses	1,805	1,299
Balance with related parties (Refer to note 36)	4,842	1,814
Others - considered good	1,038	839
- considered doubtful	268	269
Less: provision for doubtful balances	(268)	(269)
	17,660	**14,608**

13 EQUITY SHARE CAPITAL

	As at 31.03.2023	As at 31.03.2022
Authorised share capital:		
3,751,000,000 equity shares of ₹ 5 each (as at 31.03.22: 3,751,000,000 equity shares of ₹ 5 each)	18,755	18,755
Issued, subscribed and fully paid up share capital comprises:		
302,080,060 equity shares of ₹ 5 each (as at 31.03.22: 302,080,060 equity shares of ₹ 5 each)	1,510	1,510

13.1 Rights, preference and restriction attached to shares

The Company has one class of equity shares having a par value of ₹ 5 per share. Each shareholder is eligible for one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

13.2 Reconciliation of number of shares

	As at 31.03.2023		As at 31.03.2022	
	Number of shares	Amount	Number of shares	Amount
Balance as at the beginning of the year	302,080,060	1,510	302,080,060	1,510
Add / Less: Movement during the year	-	-	-	-
Balance as at the end of the year	**302,080,060**	**1,510**	**302,080,060**	**1,510**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

13.3 Details of shares held by the holding company

	As at 31.03.2023		As at 31.03.2022	
	Number of shares	Amount	Number of shares	Amount
Suzuki Motor Corporation, Japan	170,628,962	853	170,283,762	851
	170,628,962	**853**	**170,283,762**	**851**

13.4 Details of shares held by each shareholder holding more than 5% shares

	As at 31.03.2023		As at 31.03.2022	
	Number of shares	% holding	Number of shares	% holding
Suzuki Motor Corporation (The Holding Company)	170,628,962	56.48	170,283,762	56.37
Life Insurance Corporation of India	9,373,679	3.10	16,107,297	5.33

14 OTHER EQUITY

	As at 31.03.2023	As at 31.03.2022
Capital reserve	2	2
General reserve	29,309	29,309
Securities premium	4,241	4,241
Reserve created on amalgamation	9,153	9,153
Retained earnings	556,071	492,459
Employee welfare fund	2,321	2,234
Scientific research fund	2,087	2,087
Reserve for equity instruments through other comprehensive income	13,219	12,340
	616,403	**551,825**

14.1 Capital reserves

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	2	2
Add / Less: Movement during the year	-	-
Balance at the end of year	**2**	**2**

14.2 General reserve

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	29,309	29,309
Add / Less: Movement during the year		
Balance at the end of year	**29,309**	**29,309**

The general reserve is free reserve which is created from time to time on transfer of profits from retained earnings. General reserve is created by transfer from one component of equity to another and is not an item of other comprehensive income, items included in general reserve will not be reclassified subsequently to profit or loss.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

14.3 Securities premium

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	4,241	4,241
Add / Less: Movement during the year	-	-
Balance at the end of year	**4,241**	**4,241**

Securities premium represents premium received on equity shares issued, which can be utilised only in accordance with the provisions of the Companies Act, 2013 ("the Act") for specified purposes.

14.4 Reserve created on amalgamation

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	9,153	9,153
Add / Less: Movement during the year	-	-
Balance at the end of year	**9,153**	**9,153**

This reserve is created on the basis of the scheme of amalgamation of erstwhile Suzuki Powertrain India Limited (SPIL) with the Company as approved by the High Court of Delhi in the year ended March 31, 2013.

14.5 Retained earnings

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	492,459	467,077
Profit attributable to owners of the Company	82,110	38,795
Share of other comprehensive income in associates and joint ventures	-	4
Other comprehensive income arising from remeasurement of defined benefit obligation attributable to owners of the Company *	(286)	209
Excess Amount Paid for Purchase of Non-Controlling Interest (Refer Note 15)	-	-
Amount transferred to Employee welfare fund	-	-
Income on funds for Employee welfare fund	(119)	(106)
Expenses on funds for Employee welfare fund	32	74
Amount transferred to Scientific research fund	-	-
Payment of dividend on equity shares	(18,125)	(13,594)
Balance at the end of year	**556,071**	**492,459**

During the year, a dividend of ₹ 60 per share, total dividend ₹ 18,125 million (previous year : ₹ 45 per share, total dividend ₹ 13,594 million) was paid to equity shareholders.

The Board of Directors recommended a final dividend of ₹ 90 per share (nominal value of ₹ 5 per share) for the financial year 2022-23. This dividend is subject to approval by the shareholders at the Annual General Meeting and has not been accounted as liability in these financial statements. The total expected amount of cash outflow is ₹ 27,187 million.

* net of deferred tax assets of ₹ 58 million (previous year deferred tax liabilities ₹ 14 million)

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

14.6 Reserve for equity instruments through other comprehensive income

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	12,340	9,425
Net fair value gain on investment in equity instruments at FVTOCI	929	3,170
Income tax on net fair value gain on investments in equity instruments at FVTOCI	(50)	(255)
Balance at the end of year	**13,219**	**12,340**

This reserves represents the cumulative gains and losses arising on the revaluation of equity instruments measured at fair value through other comprehensive income, net of amount reclassified to retained earnings when those assets have been disposed of.

14.7 Employee Welfare Fund

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	2,234	2,202
Addition during the year	-	-
Income during the year	119	106
Expenses/adjustment during the year	(32)	(74)
Balance at the end of year	**2,321**	**2,234**

This reserve was created till 31.03.2021 by appropriating 1% of profit after tax of the previous year and will be utilised for undertaking welfare activities such as housing, education and health for the employees of the Company.

14.8 Scientific Research Fund

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at the beginning of year	2,087	2,087
Addition during the year	-	
Balance at the end of year	**2,087**	**2,087**

This reserve was created till 31.03.2021 by appropriating 1% of profit after tax of the previous year and will be utilised for promotion of scientific research and technology in India. No expenditure has been done from this fund during the current year.

15 NON-CONTROLLING INTEREST

	Year ended 31.03.2023	Year ended 31.03.2022
Balance at beginning of year	-	-
Share of total comprehensive income of the year	-	-
Balance at the end of the year	**-**	**-**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Details of wholly owned subsidiary

Name of subsidiary	Place of incorporation and principal place of business	Proportion of ownership interests and voting rights held by non-controlling interest		Profit (loss) allocated to non-controlling interest		Accumulated non-controlling interest	
		31.03.2023	31.03.2022	31.03.2023	31.03.2022	31.03.2023	31.03.2022
J J Impex (Delhi) Limited (formerly JJ Impex (Delhi) Private Limited)	India	0.00%	0.00%	-	-	0.00%	0.00%

Summarised financial information of J J Impex (Delhi) Limited (before intragroup eliminations)

	As at 31.03.2023	As at 31.03.2022
Non current assets	349	387
Current assets	224	193
Non current liabilities	(10)	(40)
Current liabilities	(77)	(109)
Equity attributable to owners of the Company	486	431
Non controlling interest	**-**	**-**

	Year ended 31.03.2023	Year ended 31.03.2022
Revenue	916	865
Expenses	862	845
Profit / (loss) for the year	54	20
Other comprehensive income	1	2
Total comprehensive income	55	22
Profit / (loss) for the year attributable to owners of the Company	54	20
Profit / (loss) for the year attributable to non controlling interest	-	-
Profit (loss) for the year	**54**	**20**
Other comprehensive income attributable to owners of the Company	-	2
Other comprehensive income attributable to non controlling interest	-	-
Other comprehensive income for the year	**-**	**2**
Total comprehensive income attributable to owners of the Company	54	22
Total comprehensive income attributable to non controlling interest	-	-
Total comprehensive income for the year	**54**	**22**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

16 BORROWINGS

	As at 31.03.2023	As at 31.03.2022
Non-current		
Unsecured		
Term loan from bank	-	-
Total	**-**	**-**
Current		
Unsecured		
Loans repayable on demand from banks		
- Cash credit and overdraft	12,158	3,819
	12,158	**3,819**

16.1 Summary of borrowing arrangements

1. Loans from banks include:
   Loan amounting to ₹ 28 million as at 31.03.21 was taken from Mizhuho Bank Ltd. at an interest rate of 6.50% repayable in 8 quarterly instalments. The above loan is secured by first pari passu charge on Group's plant & machinery excluding existing Chennai workshop and first pari passu charge on current assets of the Group. The same has been fully repaid in FY 21-22.
2. Loan repayable on demand from banks (cash credit and overdraft) at an interest rate of 5.50% to 7.50%, repayable within 0-10 days (as at 31.03.22: interest rate of 4.95% to 5.0%, repayable within 0-10 days w.r.t cash credit, overdraft and term loan)

16.2 Breach of loan agreement

There has been no breach of covenants mentioned in the loan agreements during the reporting period.

17 OTHER FINANCIAL LIABILITIES

	As at 31.03.2023	As at 31.03.2022
Current		
Financial liabilities carried at amortised cost		
Current maturities of long term debts (Refer to note 16)	-	27
Payables to capital creditors	8,959	8,009
Deposits from dealers, contractors and others	8,539	8,351
Claims payable	92	3,643
Interest accrued	15	3
Unpaid dividend *	43	42
Book overdraft	283	187
Others	606	10
	18,537	**20,272**

* There are no amounts due for payment to the Investor Education and Protection Fund under Section 125(1) of the Companies Act 2013.

18 PROVISIONS

	As at 31.03.2023	As at 31.03.2022
Non-current		
Provisions for employee benefits		
Provision for retirement allowance and post retirement medical benefit Plan	366	343
Other provisions		
Provision for warranty and product recall	518	501
	884	**844**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

	As at 31.03.2023	As at 31.03.2022
Current		
Provisions for employee benefits		
Provision for retirement allowance and post retirement medical benefit Plan	14	11
Provision for compensated absences	5,429	4,914
Other provisions		
Provision for litigation / disputes and others	3,007	2,444
Provision for warranty and product recall	1,174	1,244
	9,624	**8,613**

Details of other provisions

	Litigation / Dispute and others		Warranty / Product recall	
	Year ended 31.03.2023	Year ended 31.03.2022	Year ended 31.03.2023	Year ended 31.03.2022
Balance as at the beginning of the year	2,444	1,997	1,745	1,137
Addition during the year	1,455	447	1,359	2,050
Utilised/ reversed during the year	892	-	1,411	1,442
Balance as at the end of the year	**3,007**	**2,444**	**1,693**	**1,745**

	Litigation / Dispute and others		Warranty / Product recall	
	As at 31.03.2023	As at 31.03.2022	As at 31.03.2023	As at 31.03.2022
Classified as long term	-	-	519	501
Classified as short term	3,007	2,444	1,174	1,244
Total	**3,007**	**2,444**	**1,693**	**1,745**

Provisions for employee benefits

The provision for employee benefits include compensated absences and retirement allowance.

Provision for warranty and product recall

Provision is made for estimated warranty claims in respect of products sold which are still under warranty at the end of the reporting period. These claims are expected to be settled as and when warranty claims will arise. Management estimates the provision based on historical warranty claim information and any recent trends that may suggest future claims could differ from historical amounts.

Provision for litigation / disputes and others

In the ordinary course of business, the Group faces claims by various parties. The Group assesses such claims and monitors the legal environment on an ongoing basis, with the assistance of external legal counsel, wherever necessary. The Group records a liability for any claim where a potential loss is probable and capable of being estimated and discloses such matters in its financial statements, if material. For potential losses that are considered possible, but not probable, the Group provides disclosure in the financial statements but does not record a liability in its accounts unless the loss becomes probable. (Refer to note 39)

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

19 DEFERRED TAX ASSETS (NET)

	As at 31.03.2023	As at 31.03.2022
Deferred tax assets	7,167	6,474
Deferred tax liabilities	4,373	5,063
Net deferred tax assets / (liabilities)	**2,794**	**1,411**

Movement of deferred tax assets / (liabilities) for the year ended March 31, 2023

	Opening Balance	Recognised in statement of profit and loss	Recognised in other comprehensive income	Closing Balance
2022-2023				
Deferred tax assets				
Expenses deductible in future years	1,539	164	-	1,703
Provision for litigation / dispute	252	159	-	411
Provision for doubtful debts / advances	123	(7)	-	116
Property, plant and equipment and Intangible assets	4,543	376	-	4,919
Others	17	(57)	58	18
	6,474	**635**	**58**	**7,167**
Deferred tax liabilities				
Property, plant and equipment and Intangible assets	3	(2)	-	1
Investment in debt mutual funds	3,253	(1,670)	-	1,583
Investment in equity instruments	274	-	50	324
Other current & non-current asset	1,003	423	-	1,426
Undistributed profit of joint ventures and associates	619	4	-	623
Others	(89)	505	-	416
	5,063	**(740)**	**50**	**4,373**
Net deferred tax assets / (liabilities)	**1,411**	**1,375**	**8**	**2,794**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Movement of deferred tax assets / (liabilities) for the year ended March 31, 2022

	Opening Balance	Recognised in statement of profit and loss	Recognised in other comprehensive income	Closing Balance
2021-2022				
Deferred tax assets				
Expenses deductible in future years	1,437	102	-	1,539
Provision for litigation / dispute	247	5	-	252
Provision for doubtful debts / advances	125	(2)	-	123
Property, plant and equipment and Intangible assets	3,066	1,477	-	4,543
Others	16	14	(13)	17
	4,891	**1,596**	**(13)**	**6,474**
Deferred tax liabilities				
Property, plant and equipment and Intangible assets	4	(1)	-	3
Investment in debt mutual funds	7,691	(4,438)	-	3,253
Investment in equity instruments	19	-	255	274
Other current & non-current asset	1,040	(37)	-	1,003
Undistributed profit of joint ventures and associates	609	10	-	619
Others	(18)	(71)	-	(89)
	9,345	**(4,537)**	**255**	**5,063**
Net deferred tax assets / (liabilities)	**(4,454)**	**6,133**	**(268)**	**1,411**

Note: Deferred tax assets and deferred tax liabilities have been offset as they are governed by the same taxation laws.

20 OTHER LIABILITIES

	As at 31.03.2023	As at 31.03.2022
Non-current		
Contract liabilities (Deferred revenue)	25,850	21,812
	25,850	**21,812**
Current		
Advance from customers	14,555	11,244
Contract liabilities (Deferred revenue)	9,541	8,585
Statutory dues	7,151	8,857
Others	2	-
	31,249	**28,686**

Note: During the year, the Group has recognised revenue of ₹ 8,585 million which was included in the Contract liability balance as on April 1, 2022 (for the year ended March 31, 2022 ₹ 7,716 million which was included in the Contract liability balance as on April 1, 2021).

21 TRADE PAYABLES

	As at 31.03.2023	As at 31.03.2022
Total outstanding dues of micro and small enterprises	1,769	1,087
Total outstanding dues of creditors other than micro and small enterprises	116,086	96,565
	117,855	**97,652**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

21.1 Disclosure under Section 22 of the Micro, Small and Medium Enterprises Development Act, 2006 (MSMED)

		As at 31.03.2023	As at 31.03.2022
a.	Amounts payable to suppliers under MSME Development Act, 2006 (suppliers) as at year end		
	- Principal	1,769	1,087
	- Interest due thereon	7	4
b.	Payments made to suppliers beyond the appointed day during the year		
	- Principal	594	227
	- Interest paid thereon	2	1
c.	Amount of Interest due and payable for delay in payment (which have been paid but beyond the appointed day during the year) but without adding the interest under MSME Development Act, 2006	1	-
d.	Amount of interest accrued and remaining unpaid as at year end	8	4

Dues to micro and small enterprises have been determined to the extent such parties have been identified on the basis of intimation received from the "suppliers" regarding their status under the Micro, Small and Medium Enterprises Development Act, 2006.

Trade Payables ageing schedule as at March 31, 2023

Particulars	Outstanding for following periods from due date of payment					Total
	Not Due	Less than 1 years	1-2 years	2-3 years	More than 3 years	
MSME	1,341	417	8	1	2	1,769
Others	94,111	11,622	478	44	221	106,476
Unbilled	9,610	-	-	-	-	9,610
Total	**105,062**	**12,039**	**486**	**45**	**223**	**117,855**

Trade Payables ageing schedule as at March 31, 2022

Particulars	Outstanding for following periods from due date of payment					Total
	Not Due	Less than 1 years	1-2 years	2-3 years	More than 3 years	
MSME	1,000	84	2	-	1	1,087
Others	59,648	2,084	16	14	110	61,872
Unbilled	34,693	-	-	-	-	34,693
Total	**95,341**	**2,168**	**18**	**14**	**111**	**97,652**

22 TAX ASSETS / LIABILITIES

	As at 31.03.2023	As at 31.03.2022
Non-Current tax assets		
Taxes Paid (Net)	5,749	5,446
Current tax liabilities		
Income tax payable (Net)	11,584	11,113

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

23 REVENUE FROM OPERATIONS

	Year ended 31.03.2023	Year ended 31.03.2022
Sale of products		
Vehicles	983,198	737,912
Spare parts / dies and moulds / components	141,915	100,086
	1,125,113	**837,998**
Other operating revenues		
Income from services	12,711	13,690
Sale of scrap	7,502	6,419
Recovery of freight & service charges	25,739	21,475
Rental Income	445	437
Others	4,203	3,279
	50,600	**45,300**
	1,175,713	**883,298**

Refer to note 8.1 for payment terms with customers.

Revenue from contract with customers is disaggregated by geographical region and presented. (Refer to note 31)

Reconciliation of revenue recognised with contract price:

	Year ended 31.03.2023	Year ended 31.03.2022
Contract price (Gross)	1,217,253	915,559
Adjustments for:		
Discount & Incentives as per contract/scheme bulletins	(41,540)	(32,261)
Revenue from operations	**1,175,713**	**883,298**

24 OTHER INCOME

	Year ended 31.03.2023	Year ended 31.03.2022
Interest income on		
Bank deposits	1,460	1,283
Income tax refund	5	-
Receivables from dealers	307	459
Advance to vendors	6	-
Others	76	5
	1,854	**1,747**
Dividend income		
Dividend from equity investments	60	29
	60	**29**
Others		
Net gain on sale of investments in debt mutual funds	1,809	2,046
Fair valuation gain on investment in debt mutual funds	17,279	13,625
Exchange variations on transactions and translation (net)	405	-
	19,493	**15,671**
	21,407	**17,447**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

25 MATERIAL CONSUMED

25.1 Cost of materials consumed

	Year ended 31.03.2023	Year ended 31.03.2022
Raw material Inventory at the beginning of year	18,027	14,703
Add: Purchases during the year	469,378	400,720
Less: Raw material at the end of year	20,709	18,027
	466,696	**397,396**

25.2 Changes in inventories of finished goods, work-in-progress and stock-in-trade

	Year ended 31.03.2023	Year ended 31.03.2022
Opening balances		
Work in progress	2,299	1,483
Finished goods manufactured		
Vehicle	5,509	5,376
Vehicle spares and components	344	364
Traded goods		
Vehicle	909	1,439
Vehicle spares and components	4,111	3,579
	13,172	**12,241**
Closing balances		
Work in progress	2,096	2,299
Finished goods manufactured		
Vehicle	7,658	5,509
Vehicle spares and components	418	344
Traded goods		
Vehicle	1,916	909
Vehicle spares and components	5,123	4,111
	17,211	**13,172**
	(4,039)	**(931)**

26 EMPLOYEE BENEFITS EXPENSES

	Year ended 31.03.2023	Year ended 31.03.2022
Salaries and wages	40,425	35,297
Contribution to provident and other funds	2,148	2,122
Staff welfare expenses	3,773	3,095
	46,346	**40,514**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

27 FINANCE COSTS

	Year ended 31.03.2023	Year ended 31.03.2022
Interest costs:		
Cash credit and overdrafts	325	120
Deposits from dealers, contractors and others	653	577
Others	892	569
	1,870	**1,266**

28 DEPRECIATION AND AMORTISATION EXPENSES

	Year ended 31.03.2023	Year ended 31.03.2022
Depreciation of property, plant and equipment	26,003	26,110
Amortisation of intangible assets	2,080	1,608
Depreciation of right-of-use assets (Refer to note 37)	174	172
	28,257	**27,890**

29 OTHER EXPENSES

	Year ended 31.03.2023	Year ended 31.03.2022
Consumption of stores	2,337	2,089
Power and fuel [net of amount recovered ₹ 245 million] (previous year ₹ 238 million)]	7,900	6,309
Rent (Refer to note 40)	20,379	17,472
Repair and maintenance: plant and machinery	3,254	2,456
Repair and maintenance: building	433	418
Repair and maintenance: others	2,288	1,832
Insurance	562	530
Rates, taxes and fees	442	175
Royalty	42,217	30,054
Tools / machinery spares charged off	4,268	3,175
Exchange variations on transactions and translation (net)	-	630
Advertisement	9,476	6,679
Sales promotion	4,298	3,080
Warranty and product recall	1,359	2,050
Transportation and distribution expenses	38,194	31,119
Net loss on sale / discarding of property, plant and equipment	115	458
Corporate social responsibility expenses (Refer note below)	632	1,007
Other miscellaneous expenses *	19,901	17,194
	158,055	**126,727**

* Does not include any item of expenditure with a value of more than 1% of the revenue from operations. Further, it includes political contributions amounting to ₹ 200 Million (Previous Years Nil) under section 182 of the Companies Act, 2013 made during the year.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Note on Corporate Social Responsibility

Particulars		Year ended 31.03.2023	Year ended 31.03.2022
i)	Amount required to be spent by the company during the year	624	961
ii)	Amount of expenditure incurred*	632	1,007
iii)	Shortfall at the end of the year	-	-
iv)	Total of previous years shortfall	-	-
v)	Reason for shortfall	Not Applicable	
vi)	Nature of CSR activities	Community development, skill development and road safety	
vii)	Details of related party transactions#	8	20
viii)	**Provision movement during the year:**		
	Balance in the beginning of the year	10	-
	Addition during the year	10	10
	Utilised during the year	10	-
	Closing in the beginning of the year	10	10
ix)	**Details of excess amount spent**		
	Balance in the beginning of the year	46	-
	Amount required to be spent during the year	624	961
	Amount spent during the year	632	1,007
	Closing in the beginning of the year	54	46

* Amount spend during the year

Particulars	Year ended 31.03.2023			Year ended 31.03.2022		
	In Cash	Yet to be paid in cash	Total	In Cash	Yet to be paid in cash	Total
Construction/Acquisition of any assets	124	2	126	369	6	375
Purposes other than (i) above	495	11	506	610	22	632
	619	**13**	**632**	**979**	**28**	**1,007**

(i) Represents purchasing of software for ITI student
(ii) Providing grant for procurement of tools, equipment and machineries for skill Development to International Automobile Centre of Excellence

30 INCOME TAXES

30.1 Income tax recognised in profit or loss

	Year ended 31.03.2023	Year ended 31.03.2022
Current tax		
In respect of the current year	23,391	14,401
In respect of prior years	(895)	(91)
	22,496	**14,310**
Deferred tax		
In respect of the current year	(2,254)	(6,222)
In respect of prior years	879	89
	(1,375)	**(6,133)**
Total income tax expense recognised in the current year	**21,121**	**8,177**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

The income tax expense for the year can be reconciled to the accounting profit as follows

	Year ended 31.03.2023	Year ended 31.03.2022
Profit before tax	**103,231**	**46,972**
Tax at the Indian Tax Rate of 25.168% (previous year 25.168%)	25,981	11,822
Differential tax rate on fair value gain on investment	(3,484)	898
Differential tax rate on capital gain on sale of investments	(1,253)	(4,642)
Effect of expenses that are not deductible in determining taxable profit	159	243
Share of profit in associates and joint ventures after adjustment of dividend received from them	(394)	(284)
Deferred tax on undistributed profit	4	10
Others	124	132
	21,137	**8,179**
Adjustments recognised in the current year in relation to the current tax of prior years	(16)	(2)
Income tax expenses recognised in profit or loss	**21,121**	**8,177**

The tax rate used for the current year reconciliation above is the corporate tax rate of 25.168% (previous year 25.168%) payable by corporate entities in India on taxable profits under the Indian tax law.

30.2 Income tax recognised in other comprehensive income

	Year ended 31.03.2023	Year ended 31.03.2022
Deferred tax assets / (liabilities)		
Arising on income and expenses recognised in other comprehensive income		
Net fair value gain on investment in equity shares at FVTOCI	(50)	(255)
Remeasurement of defined benefit obligation	58	(13)
Total income tax recognised in other comprehensive income	**8**	**(268)**
Bifurcation of the income tax recognised in other comprehensive income into : -		
Items that will not be reclassified to profit or loss	8	(268)
	8	**(268)**

31 SEGMENT INFORMATION

The Group is primarily in the business of manufacturing, purchase and sale of motor vehicles, components and spare parts ("automobiles"). The other activities of the Group comprise facilitation of pre-owned car sales, fleet management car financing and servicing of the car manufactured by the Group. The income from these activities is not material in financial terms but such activities contribute significantly in generating demand for the products of the Group.

The Board of Directors, which has been identified as being the Chief Operating Decision Maker (CODM), evaluates the Group's performance, allocate resources based on the analysis of the various performance indicator of the Group as a single unit. Therefore there is no reportable segment for the Group.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

31.1 Group wide disclosure

	Domestic	Overseas	Total
Revenue from operations			
2022-23	1,027,533	148,180	**1,175,713**
2021-22	758,391	124,907	**883,298**
Non current segment assets			
As at 31.03.2023	212,909	-	**212,909**
As at 31.03.2022	177,488	-	**177,488**

a) Domestic information includes sales and services rendered to customers located in India.
b) Overseas information includes sales and services rendered to customers located outside India.
c) Non-current segment assets includes property, plant and equipment, capital work in progress, intangible assets, intangible assets under development, capital advances and Right-of-use assets.
d) No customer individually accounted for more than 10% of the company's revenue

32 EARNINGS PER SHARE

	Year ended 31.03.2023	Year ended 31.03.2022
Basic earnings per share (₹)	271.82	128.43
Diluted earnings per share (₹)	271.82	128.43
Profit attributable to the equity shareholders of the Group used in calculating basic earnings per share and diluted earnings per share	82,110	38,795
Weighted average number of equity shares for the purpose of basic earnings per share and diluted earnings per share (numbers)	302,080,060	302,080,060

33 EMPLOYEE BENEFIT PLANS

The various benefits provided to employees by the Group are as under:

A. Defined contribution plans

a) Superannuation fund
b) Post employment medical assistance scheme
c) Employers contribution to Employee State Insurance Act 1948
d) Employers contribution to Employee's Pension Scheme 1995

During the year the Group has recognised the following amounts in the statement of profit and loss:

	Year ended 31.03.2023	Year ended 31.03.2022
Employers contribution to Superannuation Fund *	191	163
Employers contribution on Post Employment Medical Assistance Scheme *	29	21
Employers contribution to Employee State Insurance *	3	3
Employers contribution on Employee's Pension Scheme 1995 *	322	326
Employers contribution to Government Provident Fund *	19	19

*Included in Contribution to provident and other funds

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

B. Defined benefit plans and other long term benefits

a) Contribution to Gratuity Funds - Employee's Gratuity Fund
b) Leave encashment / compensated absence
c) Retirement allowance
d) Provident fund
e) Post retirement medical benefit plan

These plans typically expose the Group to actuarial risks such as: investment risk, interest rate risk, longevity risk and salary risk.

Investment risk

The probability or likelihood of lower returns as compared to the expected return on any particular investment.

Interest risk

The plan exposes the Group to the risk of fall in interest rates. A fall in interest rates will result in an increase in the ultimate cost of providing the above benefit and will thus result in an increase in the value of the liability.

Longevity risk

The present value of defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

Salary risk

The present value of the defined benefit plan is calculated with the assumption of salary increase rate of plan participants in future. Deviation in the rate of increase of salary in future for plan participants from the rate of increase in salary used to determine the present value of obligation will have a bearing on the plan's liability.

The principal assumptions used for the purpose of the actuarial valuations were as follows:

	Provident Fund*	Leave Encashment / Compensated Absence	Employees Gratuity Fund	Retirement Allowance	Post Retirement Medical Benefit Plan
As at 31.03.23					
Discount rate(s)	NA	7.45%	7.45%	7.45%	7.45%
Rate of increase in compensation level	NA	7.00%	7.00%	NA	NA
Expected average remaining working lives of employees (years)	23	23	23	23	4
As at 31.03.22					
Discount rate(s)	NA	7.30%	7.30%	7.30%	7.30%
Rate of increase in compensation level	NA	7.00%	7.00%	NA	NA
Expected average remaining working lives of employees (years)	23	23	23	23	5

* In respect of Provident Fund, Interest rate guarantee (per annum) is 8.15% (Previous year 8.10%)

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Components of expenses recognised in the statement of profit or loss in respect of:

	Provident Fund	Leave Encashment / Compensated Absence	Employees Gratuity Fund	Retirement Allowance	Post Retirement Medical Benefit Plan
Year ended 31.03.23					
Current service cost	1,114	411	424	14	43
Past service cost	-	-	-	-	-
Actuarial Loss / (gain)	-	733	-	-	-
Net interest cost / (income) on the net defined benefit liability / (asset)	-	349	(13)	7	18
Expenses recognised in profit or loss	**1,114**	**1,493**	**411**	**21**	**61**
Year ended 31.03.22					
Current service cost	995	426	430	14	51
Past service cost	-	-	-	-	124
Actuarial Loss / (gain)	-	463	-	-	-
Net interest cost / (income) on the net defined benefit liability / (asset)	-	301	(17)	6	7
Expenses recognised in profit or loss	**995**	**1,190**	**413**	**20**	**182**

Components of expenses recognised in the other comprehensive income in respect of:

	Provident Fund	Leave Encashment / Compensated Absence	Employees Gratuity Fund	Retirement Allowance	Post Retirement Medical Benefit Plan
Year ended 31.03.23					
Actuarial (gains) / losses					
- changes in demographic assumptions	-	-	-	-	6
- changes in financial assumptions	-	-	(123)	(2)	(6)
- experience variance	-	-	302	(15)	(37)
- others	-	-	-	-	-
Return on plan assets, excluding amount recognised in net interest expense	-	-	218	-	-
Remeasurement (or actuarial) (gain) / loss arising because of change in effect of asset ceiling	-	-	-	-	-
Component of defined benefit costs recognised in other comprehensive income	**-**	**-**	**397**	**(17)**	**(37)**
Year ended 31.03.22					
Actuarial (gains) / losses					
- changes in demographic assumptions	-	-	(6)	-	(15)
- changes in financial assumptions	-	-	(367)	(6)	(3)
- experience variance	-	-	217	(16)	(12)
- others	-	-	-	-	-
Return on plan assets, excluding amount recognised in net interest expense	-	-	(15)	-	-
Remeasurement (or actuarial) (gain) / loss arising because of change in effect of asset ceiling	-	-	-	-	-
Component of defined benefit costs recognised in other comprehensive income	**-**	**-**	**(171)**	**(22)**	**(30)**

The current service cost and the interest expense for the year are included in the 'Employee benefits expense' in the Statement of profit or loss.

The remeasurement of the net defined benefit liability is included in Other comprehensive income

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

The amount included in the balance sheet arising from the entity's obligation in respect of its defined benefit plans is as follows

	Provident Fund	Leave Encashment / Compensated Absence	Employees Gratuity Fund	Retirement Allowance	Post Retirement Medical Benefit Plan
As at 31.03.23					
Present value of obligation	34,253	5,439	6,417	95	276
Fair value of plan assets	34,609	-	6,024	-	-
Surplus / (deficit)	**356**	**(5,439)**	**(393)**	**(95)**	**(276)**
Effects of asset ceiling, if any *	356	-	18	-	-
Net asset / (liability)	**-**	**(5,439)**	**(411)**	**(95)**	**(276)**
As at 31.03.22					
Present value of obligation	30,814	4,926	5,644	91	252
Fair value of plan assets	32,054	-	5,821	-	-
Surplus / (deficit)	**1,240**	**(4,926)**	**177**	**(91)**	**(252)**
Effects of asset ceiling, if any *	1,240	-	177	-	-
Net asset / (liability)	**-**	**(4,926)**	**-**	**(91)**	**(252)**

* The Group has an obligation to make good the shortfall, if any.

Classification into long term and short term:

	Provident Fund	Leave Encashment / Compensated Absence	Employees Gratuity Fund	Retirement Allowance	Post Retirement Medical Benefit Plan
As at 31.03.23					
Classified as long term	-	-	-	92	265
Classified as short term	-	5439	411	3	11
Total	**-**	**5439**	**411**	**95**	**276**
As at 31.03.22					
Classified as long term	-	-	-	88	244
Classified as short term	-	4,926	-	3	8
Total	**-**	**4,926**	**-**	**91**	**252**

Movement in the present value of the defined benefit obligation are as follows:

	Provident Fund	Leave Encashment / Compensated Absence	Employees Gratuity Fund	Retirement Allowance	Post Retirement Medical Benefit Plan
Year ended 31.03.23					
Present value of obligation as at the beginning	**30,814**	**4,926**	**5,644**	**91**	**252**
Current service cost	1,114	411	424	14	43
Interest expense or cost	2,121	349	412	7	18
Employees' contribution	2,799	-	-	-	-
Transfer in	(404)	-	-	-	-
Remeasurement (or actuarial) (gain) / loss arising from:	-	-	-	-	-
- change in demographic assumptions	-	-	-	-	6
- change in financial assumptions	-	(49)	(123)	(2)	(6)
- experience variance	409	782	302	(15)	(37)
- others	-	-	-	-	-
Past service cost	-	-	-	-	-
Benefits paid	(2,600)	(980)	(242)	-	-
Present value of obligation as at the end	**34,253**	**5,439**	**6,417**	**95**	**276**
Year ended 31.03.22					
Present value of obligation as at the beginning	**26,887**	**4,548**	**5,189**	**93**	**100**
Current service cost	995	426	430	14	51
Interest expense or cost	1,887	301	355	6	7
Employees' contribution	2,611	-	-	-	-
Transfer in	492	-	-	-	-
Remeasurement (or actuarial) (gain) / loss arising from:	-	-	-	-	-
- change in demographic assumptions	-	3	(6)	-	(15)
- change in financial assumptions	-	(148)	(367)	(6)	(3)
- experience variance	491	608	217	(16)	(12)
- others	-	-	-	-	-
Past service cost	-	-	-	-	124
Benefits paid	(2,549)	(812)	(175)	-	-
Present value of obligation as at the end	**30,814**	**4,926**	**5,644**	**91**	**252**

Movement in the fair value of the plan assets are as follows:

	Provident Fund	Employees Gratuity Fund
Year ended 31.03.23		
Fair value of plan assets at the beginning	**32,054**	**5,822**
Interest income	2,205	425
Employer's contribution	1,114	237
Employee's contribution	2,799	-
Transfer in	(404)	-
Benefits paid	(2,600)	(242)
Actuarial Gain/(Loss) on Plan Assets	(559)	(218)
Fair value of plan assets as at the end	**34,609**	**6,024**
Year ended 31.03.22		
Fair value of plan assets at the beginning	**28,954**	**5,434**
Interest income	2,030	372
Employer's contribution	995	176
Employee's contribution	2,611	-
Transfer in	492	-
Benefits paid	(2,549)	(175)
Actuarial Gain/(Loss) on plan assets	(479)	15
Fair value of plan assets as at the end	**32,054**	**5,821**

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(All amounts in ₹ million, unless otherwise stated)

Major categories of plan assets (as percentage of total plan assets)

	Provident Fund	Employees Gratuity Fund
As at 31.03.23		
Government Securities (Central & State)	48%	0%
Corporate bonds	43%	0%
Equity Mutual Funds	8%	0%
Fund managed by insurer (including ULIP)	0%	100%
Special deposit scheme	1%	0%
Cash & cash equivalents	0%	0%
Total	**100%**	**100%**
As at 31.03.22		
Government Securities (Central & State)	48%	0%
Corporate bonds	44%	0%
Equity Mutual Funds	8%	0%
Fund managed by insurer (including ULIP)	0%	100%
Special deposit scheme	0%	0%
Cash & cash equivalents	0%	0%
Total	**100%**	**100%**

The fair value of the above ULIP schemes are determined based on the Net Asset Value (NAV). Moreover, for other investments the fair value is taken as per the account statements of the insurance companies.

The weighted average duration of the defined benefit obligation of gratuity fund at 31.03.23 is 14 years (as at 31.03.22: 14 years).

The Group expects to make a contribution of ₹ 878 million (as at 31.03.22: ₹ 312 million) to the defined benefit plans during the next financial year.

Sensitivity analysis

Significant actuarial assumption for the determination of defined obligation are discount rate, expected salary growth rate, attrition rate and mortality rate. The sensitivity analysis below have been determined based on reasonably possible changes in respective assumption occurring at the end of reporting period, while holding all other assumptions constant.

If the discount rate increases (decreases) by 1%, the defined benefit obligation would decrease by ₹ 1,103 million (increase by ₹ 1,297 million) (As at 31.03.22: decrease by ₹ 996 million (increase by ₹ 1,177 million)).

If the expected salary growth rate increases (decreases) by 1%, the defined benefit obligation would increase by ₹ 1,162 million (decrease by ₹ 1,003 million) (As at 31.03.22: increase by ₹ 1,074 million (decrease by ₹ 931 million)).

The Code on Social Security, 2020 ('Code') relating to employee benefits during employment and post employment benefits received Presidential assent in September 2020. The Code has been published in the Gazette of India. However,the date on which the Code will come into effect has not been notified. The Group will assess the impact of the Code when it comes into effect and will record any related impact in the period the Code becomes effective.

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(All amounts in ₹ million, unless otherwise stated)

34 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

34.1 Financial instruments by category

	As at 31.03.2023				As at 31.03.2022			
	FVTPL	FVOCI	Amortised cost	Total Carrying Value	FVTPL	FVOCI	Amortised cost	Total Carrying Value
Financial assets								
Investments*								
- in equity instruments	-	15,245	-	15,245	-	13,296	-	13,296
- in debt mutual funds	458,525	-	-	458,525	390,543	-	-	390,543
Trade Receivable	-	-	33,014	33,014	-	-	20,345	20,345
Cash and cash equivalents	-	-	373	373	-	-	351	351
Other bank balances	-	-	43	43	-	-	30,071	30,071
Loans	-	-	299	299	-	-	307	307
Security deposits	-	-	455	455	-	-	247	247
Foreign currency / commodity forward contracts	-	-	-	-	8	-	-	8
Interest accrued	-	-	1	1	-	-	88	88
Recoverable from related parties	-	-	21,367	21,367	-	-	25,410	25,410
Others	-	-	706	706	-	-	552	552
Total financial assets	**458,525**	**15,245**	**56,258**	**530,028**	**390,551**	**13,296**	**77,371**	**481,218**
Financial liabilities								
Borrowings	-	-	12,158	12,158	-	-	3,819	3,819
Current maturities of long term debts	-	-	-	-	-	-	27	27
Trade payables	-	-	117,855	117,855	-	-	97,652	97,652
Deposits from dealers, contractors and others	-	-	8,539	8,539	-	-	8,351	8,351
Payable to capital creditors	-	-	8,959	8,959	-	-	8,009	8,009
Interest accrued	-	-	15	15	-	-	3	3
Unpaid dividend	-	-	43	43	-	-	42	42
Book overdraft	-	-	283	283	-	-	187	187
Lease liabilities			315	315	-	-	409	409
Claims payable			92	92	-	-	3,643	3,643
Others	-	-	606	606	-	-	10	10
Total financial liabilities	**-**	**-**	**148,865**	**148,865**	**-**	**-**	**122,152**	**122,152**

* Investment value excludes carrying value of equity accounted investment in joint ventures and investment in associates of ₹ 18,073 million (as at 31.03.2022 : ₹ 16,508 million).

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Fair value hierarchy

The following table provides an analysis of financial instruments that are measured at fair value and have been grouped into Level 1, Level 2 and Level 3 below:

As at 31.03.2023	Notes No	Level 1	Level 2	Level 3	Total
Financial assets					
Financial instruments at FVTPL					
Investments in debt mutual funds	6	454,999	3,526	-	**458,525**
Financial instruments at FVTOCI					
Quoted equity instruments	6	13,636	-	-	**13,636**
Unquoted equity instruments	6	-	-	1,609	**1,609**
Total financial assets		**468,635**	**3,526**	**1,609**	**473,770**

As at 31.03.2022	Notes No	Level 1	Level 2	Level 3	Total
Financial assets					
Financial instruments at FVTPL					
Investments in debt mutual funds	6	370,743	19,800	-	**390,543**
Foreign currency / commodity forward contracts	9	-	8	-	**8**
Financial instruments at FVTOCI					
Quoted equity instruments	6	12,636	-	-	**12,636**
Unquoted equity instruments	6	-	-	660	**660**
Total financial assets		**383,379**	**19,808**	**660**	**403,847**

Level 1: Quoted prices in the active market. This level of hierarchy includes financial assets that are measured by reference to quoted prices in the active market. This category consists of quoted equity shares and debt based open ended mutual funds.

Level 2: Valuation techniques with observable inputs. This level of hierarchy includes items measured using inputs other than quoted prices included within Level 1 that are observable for such items, either directly or indirectly. This level of hierarchy consists of debt based close ended mutual fund investments and over the counter (OTC) derivative contracts.

Level 3: Valuation techniques with unobservable inputs. This level of hierarchy includes items measured using inputs that are not based on observable market data (unobservable inputs). Fair value determined in whole or in part, using a valuation model based on assumptions that are neither supported by prices from observable current market transactions in the same instruments nor based on available market data. The main item in this category are unquoted equity instruments.

The fair value of the financial assets are determined at the amount that would be received to sell an asset in an orderly transaction between market participants. The following methods and assumptions were used to estimate the fair values:

Investments in debt mutual funds: Fair value is determined by reference to quotes from the financial institutions, i.e.. Net asset value (NAV) for investments in mutual funds declared by mutual fund house.

Derivative contracts: The Group has entered into variety of foreign currency and commodity forward contracts and swaps to manage its exposure to fluctuations in foreign exchange rates and commodity price risk. These financial exposures are managed in accordance with the Group's risk management policies and procedures. Fair value of derivative financial instruments are determined using valuation techniques based on information derived from observable market data.

Quoted equity investments: Fair value is derived from quoted market prices in active markets.

Unquoted equity investments: Fair value is derived on the basis of income approach, in this approach the discounted cash flow method is used to capture the present value of the expected future economic benefits to be derived from the ownership of these investments.

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Reconciliation of Level 3 fair value measurement

	Unlisted equity instruments
As at 01.04.2021	**317**
Acquisition	300
Gains/(losses) recognised	-
- in other comprehensive income	43
As at 31.03.2022	**660**
Acquisition	1,020
Gains/(losses) recognised	-
- in other comprehensive income	(71)
As at 31.03.2023	**1,609**

34.2 Financial risk management

The Group's activities expose it to market risk, liquidity risk and credit risk. In order to minimise any adverse effects on the financial performance of the Group, derivative financial instruments, such as foreign exchange forward contracts, foreign currency option contracts are entered to hedge certain foreign currency risk exposures and interest rate swaps to hedge variable interest rate exposures. Derivatives are used exclusively for hedging purposes and not as trading or speculative instruments.

This note explains the sources of risk which the entity is exposed to and how the entity manages the risk and the impact of hedge accounting in the financial statements.

Risk	Exposure arising from	Measurement	Management
Credit risk	Cash and cash equivalents, trade receivables, derivative financial instruments, financial assets measured at amortised cost	Aging analysis Credit rating	Diversification of bank deposits, credit limits and letter of credit
Liquidity risk	Business commitment and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities
Market risk - foreign exchange	Future commercial transactions Recognised financial assets and liabilities not denominated in Indian rupee (INR)	Cash flow forecasting Sensitivity analysis	Foreign exchange derivatives
Market risk - security prices	Investments in equity instruments and debt mutual funds	Sensitivity analysis	Portfolio diversification

The financial risk management of the Group is carried out under the policies approved by the Board of Directors. Within these policies, the Board provides written principles for overall risk management including policies covering specific areas, such as foreign exchange risk management, commodity risk management and investment of funds.

(A) Credit risk

Credit risk arises from the possibility that the counter party may not be able to settle their obligations. To manage trade receivable, the Group periodically assesses the financial reliability of customers, taking into account the financial conditions, economic trends, analysis of historical bad debts and aging of such receivables.

Financial instruments that are subject to such risk, principally consist of investments, trade receivables, loans and advances and derivative instruments. None of the financial instruments of the Group results in material concentration of credit risks.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Financial assets for which loss allowance is measured:

Particulars	Notes No.	As at 31.03.2023	As at 31.03.2022
Loans - non current	7	125	125
Trade receivables	8	30	29
Other financial assets - current	9	28	28

Financial assets other than mentioned above, none of the financial assets were impaired and there were no indications that defaults in payment obligations would occur.

(B) Liquidity risk

Liquidity risk refers to the risk that the Group can not meet its financial obligations. The objective of liquidity risk management is to maintain sufficient liquidity and to ensure funds are available for use as per the requirements.

The Group operates with a low Debt Equity ratio. The Group raises short term rupee borrowings for cash flow mismatches and hence carries no significant liquidity risk. The Group has access to the borrowing facilities of ₹ 49,830 million as at 31.03.2023 (₹ 49,853 million as at 31.03.2022) to honour any liquidity requirements arising for business needs. The Group has large investments in debt mutual funds which can be redeemed on a very short notice and hence carries negligible liquidity risk.

(i) Financing arrangements

The Group had access to the following borrowing facilities at the end of the reporting period:

	As at 31.03.2023	As at 31.03.2022
Floating rate		
- Expiring within one year (bank overdraft and other facilities)	49,830	49,853
- Expiring beyond one year (bank loans)	-	-
	49,830	**49,853**

(ii) Maturities of financial liabilities

The tables below analyse the Group's financial liabilities into relevant maturity groupings based on their contractual maturities:

The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

Contractual maturities of financial liabilities	Less than 1 year	More than 1 year	Total
As at 31st March 2023			
Borrowings	12,158	-	12,158
Trade payables	117,855	-	117,855
Lease Liabilities	66	249	315
Other financial liabilities	18,537	-	18,537
	148,616	**249**	**148,865**
As at 31st March 2022			
Borrowings	3,846	-	3,846
Trade payables	97,652	-	97,652
Lease Liabilities	80	329	409
Other financial liabilities	20,245	-	20,245
	121,823	**329**	**122,152**

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(All amounts in ₹ million, unless otherwise stated)

(C) Market risk

(i) Foreign currency risk

The Group has exposure to foreign currency risk on account of its payables and receivables in foreign currency which are mitigated through the guidelines under the foreign currency risk management policy approved by the board of directors. The Group enters into derivative financial instruments to mitigate the foreign currency risk.

- forward foreign exchange and options contracts for foreign currency risk mitigation

Foreign currency risk exposure

The carrying amounts of the Group's foreign currency denominated monetary assets and monetary liabilities at the end of the year expressed in ₹, are as follows:

(In Million)

	JPY	USD	EURO	GBP
As at 31st March 2023				
Financial assets				
Trade Receivables	9,240	4,222	1,676	-
Foreign exchange derivative contracts	-	-	-	-
Net exposure to foreign currency risk (assets)	**9,240**	**4,222**	**1,676**	**-**
Financial liabilities				
Trade payables and other financial liabilities	3,312	1,504	263	5
Foreign exchange derivative contracts	(2,751)	-	-	-
Net exposure to foreign currency risk (liabilities)	**561**	**1,504**	**263**	**5**

(In Million)

	JPY	USD	EURO	GBP
As at 31st March 2022				
Financial assets				
Trade Receivables	11,872	3,981	369	-
Foreign exchange derivative contracts	-	-	-	-
Net exposure to foreign currency risk (assets)	**11,872**	**3,981**	**369**	**-**
Financial liabilities				
Trade payables and other financial liabilities	4,510	2,287	682	14
Foreign exchange derivative contracts	(2,509)	-	-	-
Net exposure to foreign currency risk (liabilities)	**2,001**	**2,287**	**682**	**14**

Foreign currency sensitivity analysis

The Group is mainly exposed to JPY, USD and EURO.

The following table details the Group's sensitivity to a 10% increase and decrease in the ₹ against the relevant foreign currencies. The sensitivity analysis includes only outstanding foreign currency denominated monetary items as tabulated above and adjusts their

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(All amounts in ₹ million, unless otherwise stated)

translation at the period end for a 10% change in foreign currency rates. The sensitivity analysis includes external loans. A positive number below indicates an increase in profit or equity and vice-versa.

	Year ended 31.03.2023		Year ended 31.03.2022	
	₹ strengthens by 10%	₹ weakening by 10%	₹ strengthens by 10%	₹ weakening by 10%
Impact on profit or loss for the year				
JPY impact	(593)	593	(736)	736
USD Impact	(272)	272	(169)	169
EURO Impact	(141)	141	31	(31)

(ii) Security price risk

Exposure in equity

The Group is exposed to equity price risks arising from equity investments held by the Group and classified in the balance sheet as fair value through OCI.

Equity price sensitivity analysis

The sensitivity analyses below have been determined based on the exposure to equity price risks at the end of the year.

If the equity prices had been 5% higher / lower:

Other comprehensive income for the year ended March 31, 2023 would increase / decrease by ₹ 762 million (for the year ended March 31, 2022: increase / decrease by ₹ 665 million) as a result of the change in fair value of equity investment measured at FVTOCI.

Exposure in mutual funds

The Group manages the surplus funds majorly through investments in debt based mutual fund schemes. The price of investment in these mutual fund schemes is reflected though Net Asset Value (NAV) declared by the Asset Management Company on daily basis as reflected by the movement in the NAV of invested schemes. The Group is exposed to price risk on such Investments.

Mutual fund price sensitivity analysis

The sensitivity analyses below have been determined based on Mutual Fund Investment at the end of the reporting period.

If NAV has been 1% higher / lower:

Profit for year ended 31.03.2023 would increase / decrease by ₹ 4,585 million (for the year ended 31.03.2022 by ₹ 3,905 million) as a result of the changes in fair value of mutual fund investments.

34.3 Capital management

The Group's objectives when managing capital are to:

- safeguard their ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders, and
- maintain an optimal capital structure to reduce the cost of capital

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders or issue new shares.

The Group has large investments in debt mutual fund schemes where in underlying portfolio is spread across securities issued by different issuers having different credit ratings. The credit risk of investments in debt mutual fund schemes is managed through investment policies and guidelines requiring adherence to stringent credit control norms based on external credit ratings. The credit quality of the entire portfolio investments is monitored on a quarterly basis. The Group's overall strategy remains unchanged from previous year.

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(All amounts in ₹ million, unless otherwise stated)

The following table details the debt and equity at the end of the reporting period:

Particulars	As at 31.03.2023	As at 31.03.2022
Borrowings	12,158	3,846
Cash and cash equivalents	(373)	(351)
Net debt	11,785	3,495
Total equity	617,913	553,335
Net debt to equity ratio	**0.019**	**0.006**

The Group is not subject to any externally imposed capital requirements.

34.4 Foreign exchange derivative contracts

The Group follows a consistent policy of mitigating foreign exchange risk by entering into appropriate hedging instruments as considered necessary from time to time. Depending on the future outlook on currencies, the Group may keep the exposures unhedged or hedged only as a part of the total exposure.

The Company does not enter into a foreign exchange derivative transactions for speculative purposes.

35 DETAILS OF SUBSIDIARIES, JOINT VENTURES & ASSOCIATES

35.1 Maruti Suzuki India Limited has two subsidiaries, three joint venture companies and fourteen associate companies, as given in the following table:

Sl. No.	Name of Company	Relationship	Country of Incorporation	Percentage of ownership interest	
				As on 31.03.2023	As on 31.03.2022
1	True Value Solutions Limited	Subsidiary	India	100.00	100.00
2	J.J Impex (Delhi) Limited (formerly JJ Impex (Delhi) Private Limited)	Subsidiary	India	100.00	100.00
3	Plastic Omnium Auto Inergy Manufacturing India Private Limited	Joint Venture	India	26.00	26.00
4	Marelli Powertrain India Private Limited (formerly Magneti Marelli Powertrain India Private Limited)	Joint Venture	India	19.00	19.00
5	Maruti Suzuki Toyotsu India Private Limited	Joint Venture	India	50.00	50.00
6	Bharat Seats Limited	Associates	India	14.81	14.81
7	Jay Bharat Maruti Limited	Associates	India	29.28	29.28
8	Machino Plastics Limited	Associates	India	15.35	15.35
9	Caparo Maruti Limited	Associates	India	25.00	25.00
10	Hanon Climate Systems India Private Limited	Associates	India	39.00	39.00
11	Krishna Maruti Limited	Associates	India	15.80	15.80
12	SKH Metals Limited	Associates	India	37.03	37.03
13	Nippon Thermostat (India) Limited	Associates	India	10.00	10.00
14	Mark Exhaust Systems Limited	Associates	India	44.37	44.37
15	Bellsonica Auto Component India Private Limited	Associates	India	30.00	30.00
16	FMI Automotive Components Private Limited	Associates	India	49.00	49.00
17	Manesar Steel Processing India Private Limited	Associates	India	11.83	11.83
18	Maruti Suzuki Insurance Broking Private Limited	Associates	India	46.26	46.26
19	Bahucharaji Rail Corporation Limited	Associates	India	33.39	41.14

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35.2 Additional information as required under Schedule III to the Companies Act, 2013, of enterprises consolidated as Subsidiaries/Associates/Joint Ventures

Name of Company	Net Assets (Total Assets less Total Liability)				Share in Profit & Loss			
	As at 31st March 2023		As at 31st March 2022		FY 22-23		FY 21-22	
	As a % of Consolidated Net Asset	Amount	As a % of Consolidated Net Asset	Amount	As a % of Consolidated Total Comprehensive Income	Amount	As a % of Consolidated Total Comprehensive Income	Amount
Parent Company								
1 Maruti Suzuki India Limited	**97.72%**	**603,820**	**97.75%**	**540,860**	**98.04%**	**81,085**	**97.28%**	**40,786**
Subsidiaries								
1 True Value Solutions Limited	0.00%	1	0.00%	2	0.00%	(1)	0.00%	-
2 J.J Impex (Delhi) Limited (formerly JJ Impex (Delhi) Private Limited)	0.08%	486	0.08%	431	0.07%	54	0.05%	22
Adjustments arising out of consolidation	-0.05%	(298)	-0.06%	(298)	0.00%	-	0.00%	(1)
Total of Subsidiaries	**0.03%**	**189**	**0.02%**	**135**	**0.06%**	**53**	**0.05%**	**21**
Minority Interests in all subsidiaries	**0.00%**	**-**	**0.00%**	**-**	**0.00%**	**-**	**0.00%**	**-**
Joint Ventures								
1 Plastic Omnium Auto Inergy Manufacturing India Private Limited	0.04%	239	0.04%	234	0.01%	5	-0.05%	(20)
2 Marelli Powertrain India Private Limited (formerly Magneti Marelli Powertrain India Private Limited)	0.15%	929	0.13%	715	0.26%	214	-0.36%	(151)
3 Maruti Suzuki Toyotsu India Private Limited	0.03%	178	0.04%	197	-0.02%	(19)	-0.03%	(14)
Total of Joint Ventures	**0.22%**	**1,346**	**0.21%**	**1,146**	**0.24%**	**200**	**-0.44%**	**(185)**
Adjustments arising out of consolidation	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Less: Investment in Joint Ventures	-0.06%	(373)	-0.07%	(373)	0.00%	-	0.00%	-
Associates								
1 Bharat Seats Limited	0.03%	215	0.03%	189	0.03%	26	0.04%	17
2 Jay Bharat Maruti Limited	0.24%	1,479	0.25%	1,371	0.13%	108	0.14%	58
3 Machino Plastics Limited	0.01%	78	0.01%	76	0.00%	2	-0.01%	(4)
4 Caparo Maruti Limited	0.01%	78	0.04%	207	-0.16%	(129)	-0.13%	(56)
5 Hanon Climate Systems India Private Limited	0.17%	1,046	0.18%	1,005	0.05%	41	0.16%	67
6 Krishna Maruti Limited	0.29%	1,791	0.27%	1,513	0.34%	278	0.60%	250
7 SKH Metals Limited	0.11%	687	0.11%	601	0.10%	86	0.18%	77
8 Nippon Thermostat (India) Limited	0.00%	2	0.00%	-	0.00%	2	0.00%	1
9 Mark Exhaust Systems Limited	0.08%	494	0.08%	420	0.09%	74	0.12%	50
10 Bellsonica Auto Component India Private Limited	0.02%	139	0.03%	187	-0.06%	(48)	0.06%	27
11 FMI Automotive Components Private Limited	0.16%	970	0.17%	931	0.05%	39	0.26%	109
12 Manesar Steel Processing India Private Limited	0.01%	69	0.01%	62	0.01%	7	0.01%	6
13 Maruti Suzuki Insurance Broking Private Limited	1.23%	7,620	1.22%	6,761	1.04%	859	1.69%	709
14 Bahucharaji Rail Corporation Limited	0.33%	2,059	0.37%	2,039	0.02%	20	3.50%	1,466
Total of Associates	**2.71%**	**16,727**	**2.78%**	**15,362**	**1.64%**	**1,365**	**6.64%**	**2,777**
Adjustments arising out of consolidation	-0.01%	(46)	-0.01%	(50)	0.00%	4	-0.01%	(6)
Less: Investment in Associates	-0.51%	(3,126)	-0.56%	(3,126)	0.00%	-	-3.48%	(1,459)
Deferred Tax Liabilities on Undistributed Profits of associates and joint ventures	-0.10%	(623)	-0.11%	(619)	0.00%	(4)	-0.02%	(10)
Total	**100.00%**	**617,913**	**100.00%**	**553,335**	**100.00%**	**82,704**	**100.00%**	**41,924**

36 Related Party Transactions for the year ended 31st March, 2023

36.1 Description of related parties

Holding Company	Associates
Suzuki Motor Corporation, Japan (SMC)	Bharat Seats Limited
	Caparo Maruti Limited
	Jay Bharat Maruti Limited
	Krishna Maruti Limited
	Machino Plastics Limited
Joint Ventures	SKH Metals Limited
Marelli Powertrain India Private Limited (Formerly known as Magneti Marelli Powertrain India Private Limited)	Nippon Thermostat (India) Limited
Plastic Omnium Auto Inergy Manufacturing India Private Limited	Bellsonica Auto Component India Private Limited
Maruti Suzuki Toyotsu India Private Limited	Mark Exhaust Systems Limited
	FMI Automotive Components Private Limited
	Maruti Suzuki Insurance Broking Private Limited (Formerly Maruti Insurance Broking Private Limited)
	Manesar Steel Processing India Private Limited
	Hanon Climate Systems India Private Limited
	Bahucharaji Rail Corporation Limited
Contribution to Post Retirement Benefit Plans	
Maruti Suzuki India Limited - Employees Group Gratuity Fund	
Maruti Suzuki India Limited - Employees Provident Fund Trust	
Maruti Suzuki India Limited - Employees Superannuation Fund	
Fellow Subsidiaries (only with whom the Company had transactions during the current period)	
Magyar Suzuki Corporation Ltd.	Taiwan Suzuki Automobile Corporation
Suzuki Motor Gujarat Private Limited	Suzuki Motor (Thailand) Co., Ltd.
PT Suzuki Indomobil Sales	Suzuki Thilawa Motor Co. Ltd
Suzuki Motor de Mexico, S.A. de C.V.	Suzuki Motorcycle India Private Ltd.

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

Vietnam Suzuki Corporation	Thai Suzuki Motor Co., Ltd.
Suzuki Motor Iberica, S.A.U.	Suzuki (Myanmar) Motor Co., Ltd.
Suzuki Australia Pty. Ltd.	Suzuki New Zealand Ltd.
Suzuki GB PLC	PT. Suzuki Indomobil Motor
Suzuki Auto South Africa (Pty) Ltd	TDS Lithium-Ion Battery Gujarat Private Limited (Formerly known as Automotive Electronics Power Private Limited)
Suzuki Philippines Inc.	Suzuki R&D Center India Private Limited
Suzuki Business Co., Ltd.	
Suzuki Digital Private Limited	
Investment in equity shares of Section 8 Company	
International Automobile Centre of Excellence	
Key Management Personnel (KMP)	
Mr. R. C. Bhargava	Chairman
Mr. Hisashi Takeuchi	Managing Director & CEO (w.e.f. June 30, 2022)
Mr. O. Suzuki	Director
Mr. T. Suzuki	Director
Mr. Takahiko Hashimoto	Director (till April 27, 2021)
Mr. Shigetoshi Torii	Director (w.e.f. April 28, 2021)
Mr. Kenichiro Toyofuku	Director
Mr. Kenichi Ayukawa	Director (w.e.f. June 30, 2022)
Mr. K. Saito	Director
Mr. Davinder Singh Brar	Independent Director
Mr. Rajinder Pal Singh	Independent Director
Ms. Lira Goswami	Independent Director
Mr. Maheswar Sahu	Independent Director
Mr. Ajay Seth	Chief Financial Officer
Mr. Sanjeev Grover	Company Secretary

36.2 Transactions with related parties

	For the year ended 31.03.2023	For the year ended 31.03.2022
Sale of goods to:		
- Holding Company, Suzuki Motor Corporation	63,374	52,272
- Fellow Subsidiaries		
- Suzuki Motorcycle India Private Ltd.	15,222	11,915
- Others	9,704	7,600
	88,300	**71,787**
Investment in equity shares of joint venture/associate/subsidiary company	-	1,459
Purchase of goods from:*		
- Holding Company, Suzuki Motor Corporation	21,150	21,068
- Associates	79,338	79,263
- Joint Ventures	3,879	2,659
- Fellow Subsidiaries		
- Suzuki Motor Gujarat Private Limited	283,453	212,100
- Others	12,222	488
	400,042	**315,578**

* Figures are net of sale of coils & components

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

	For the year ended 31.03.2023	For the year ended 31.03.2022
Purchase of property, plant & equipment and intangible assets & intangible assets under development from:		
- Holding Company, Suzuki Motor Corporation	1,671	2,880
- Associates		
- Jay Bharat Maruti Limited	872	230
- SKH Metals Limited	556	233
- Others	1,886	1,530
- Fellow Subsidiaries, Suzuki Motor Gujarat Private Limited	20	17
- Joint Ventures, Plastic Omnium Auto Inergy Manufacturing India Private Limited	383	-
	5,388	**4,890**
Finance income / commission / dividend from:		
- Associates		
- Hanon Climate Systems India Private Limited	103	80
- Krishna Maruti Limited	72	54
- Others	20	19
- Joint Ventures		
- Marelli Powertrain India Private Limited	-	317
- Plastic Omnium Auto Inergy Manufacturing India Private Limited	14	20
	209	**490**
Other operating revenue / other income from:		
- Holding Company, Suzuki Motor Corporation	2,100	4,574
- Associates	184	63
- Joint Ventures	15	10
- Fellow Subsidiaries		
- Suzuki Motor Gujarat Private Limited	306	176
- Others	76	42
	2,681	**4,865**
Recovery of expenses from:		
- Holding Company, Suzuki Motor Corporation	456	9,526
- Associates	186	407
- Joint Ventures	26	51
- Fellow Subsidiaries		
-Suzuki Motor Gujarat Private Limited	14,003	8,907
- Others	23	34
	14,694	**18,925**
Services received from:		
- Holding Company, Suzuki Motor Corporation	1,770	2,875
- Associates	-	1
	1,770	**2,876**
Dividend paid to:		
- Holding Company, Suzuki Motor Corporation	10,217	7,663
	10,217	**7,663**
Royalty expenses:		
- Holding Company, Suzuki Motor Corporation	42,217	30,054
	42,217	**30,054**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

	For the year ended 31.03.2023	For the year ended 31.03.2022
Other expenses:		
- Holding Company, Suzuki Motor Corporation	1,948	260
- Associates	40	17
- Joint Ventures	4	37
- Others	8	-
- Fellow Subsidiaries		
- Suzuki Motor Gujarat Private Limited	20,216	17,255
- Others	33	34
	22,249	**17,603**

	As at 31.03.2023	As at 31.03.2022
Trade Receivables:		
- Holding Company, Suzuki Motor Corporation	6,912	4,162
- Fellow Subsidiaries		
- Suzuki Motorcycle India Private Ltd.	1,769	1,896
- Others	1,084	1,342
	9,765	**7,400**
Other current assets:		
- Holding Company, Suzuki Motor Corporation	1,491	-
- Associates	4	1
- Fellow Subsidiaries		
- Suzuki Motor Gujarat Private Limited	3,347	1,813
	4,842	**1,814**
Other financial assets:		
- Holding Company, Suzuki Motor Corporation	7,616	18,529
- Associates	885	240
- Joint Ventures	1	-
- Fellow Subsidiaries		
- Suzuki Motor Gujarat Private Limited	12,862	6,343
- Others	3	298
	21,367	**25,410**
Other non current assets:		
- Holding Company, Suzuki Motor Corporation	19	-
- Associates		
-Bellsonica Auto Component India Private Limited	326	548
-Jay Bharat Maruti Limited	124	374
-SKH Metals Limited	77	240
-Bharat Seats Limited	66	282
- Others	203	205
	815	**1,649**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

	As at 31.03.2023	As at 31.03.2022
Goods in transit:		
- Holding Company, Suzuki Motor Corporation	2,107	3,172
- Associates	3	1
- Fellow Subsidiaries	14	8
	2,124	**3,181**
Trade payable:		
- Holding Company, Suzuki Motor Corporation	22,396	18,003
- Associates	7,742	6,250
- Joint Ventures	523	374
- Fellow Subsidiaries		
- Suzuki Motor Gujarat Private Limited	8,200	15,043
- Others	1,740	492
	40,601	**40,162**
Other financial liabilities		
- Holding Company, Suzuki Motor Corporation	1	496
- Associates		
- Jay Bharat Maruti Limited	242	75
- Krishna Maruti Limited	63	145
- SKH Metals Limited	165	150
- Bahucharaji Rail Corporation Limited	89	137
- Others	1	191
- Joint Ventures, Plastic Omnium Auto Inergy Manufacturing India Private Limited	134	-
- Fellow Subsidiaries	1	-
	696	**1,194**

36.3 Key management personnel compensation

	For the year ended 31.03.2023	For the year ended 31.03.2022
Short-term benefits	207	227
Post-employment benefits	-	-
Other long-term benefits	-	-
Total Compensation	**207**	**227**
Mr. Hisashi Takeuchi	40	40
Mr. Shigetoshi Torii	36	40
Mr. Kenichiro Toyofuku	28	28
Mr. Kenichi Ayukawa	15	42
Mr. Ajay Seth	29	28
Mr. Sanjeev Grover	11	9
Others	48	42
Total Compensation	**207**	**227**
Contribution to Post Retirement Benefit Plans		
Maruti Suzuki India Limited - Employees Group Gratuity Fund	407	409
Maruti Suzuki India Limited - Employees Provident Fund Trust	1,261	996
Maruti Suzuki India Limited - Employees Superannuation Fund	191	163
	1,859	**1,568**

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

37 Leases

The Group as a Lessee

The Group's leases primarily consists of leases for land and buildings. Generally, the contracts are made for fixed periods and does not have a purchase option at the end of the lease term. In a case where the Group has purchase option, the option is exercisable at nominal value and the Group's obligations are secured by the lessor's title to the leased assets for such leases.

(i) Amounts recognised in the Balance Sheet

The balance sheet shows the following amounts relating to the leases:

	As at 31.03.2023	As at 31.03.2022
Right-of-use assets		
Land	5,646	5,371
Buildings	258	341
Total	**5,904**	**5,712**

There were additions of ₹ 389 million (Previous year ₹ 24 million) to the Right-of-use asset during the year.

*Right-of-use assets includes leasehold land having carrying value of ₹ 7 million (as at 31.03.22 ₹ 7 million) for which lease deed is yet to be executed in the name of the Company.

	As at 31.03.2023	As at 31.03.2022
Lease liabilities		
Current	66	80
Non-Current	249	329
Total	**315**	**409**

Maturity analysis of lease liabilities

	As at 31.03.2023	As at 31.03.2022
Within one year	66	80
Later than one year but less than five years	237	254
Later than five years	12	75
	315	**409**

(ii) Amounts recognised in the Statement of Profit and Loss

The statement of profit and loss shows the following amounts relating to leases:

	Notes	As at 31.03.2023	As at 31.03.2022
Depreciation charge of Right-of use assets			
Land	28	91	93
Buildings	28	83	79
Total		**174**	**172**

	Notes	As at 31.03.2023	As at 31.03.2022
Interest expense on lease liabilities (included in finance cost)	27	35	42
Expense relating to short term and low value leases (included in other expense)	29	268	204

The total cash outflow for leases for the year ended 31 March, 2023 were ₹ 122 million (previous year ₹ 123 million)

38 CAPITAL & OTHER COMMITMENTS

	As at 31.03.2023	As at 31.03.2022
Estimated value of contracts on capital account, excluding capital advances, remaining to be executed and not provided for	72,623	35,606
Outstanding commitments under Letters of Credit established by the Group	84	472

39 CONTINGENT LIABILITIES

A) Claims against the Group disputed and not acknowledged as debts:

		As at 31.03.2023	As at 31.03.2022
(i)	**Excise Duty**		
(a)	Cases decided in the Group's favour by Appellate authorities and for which the department has filed further appeals and show cause notices / orders on the same issues for other periods	1,642	1,635
(b)	Cases pending before Appellate authorities in respect of which the Group has filed appeals and show cause notices for other periods	16,008	15,482
	Total	**17,650**	**17,117**
	Amount deposited under protest	1,766	1,696
(ii)	**Goods & Services Tax**		
(a)	Cases pending before High Court of Rajasthan in respect of which the Company has filed writ	10	10
(iii)	**Service Tax**		
(a)	Cases decided in the Group's favour by Appellate authorities and for which the department has filed further appeals and show cause notices / orders on the same issues for other periods	2,430	1,769
(b)	Cases pending before Appellate authorities in respect of which the Group has filed appeals and show cause notices for other periods	3,483	3,373
	Total	**5,913**	**5,142**
	Amount deposited under protest	461	93
(iv)	**Income Tax**		
(a)	Cases decided in the Group's favour by Appellate authorities and for which the department has filed further appeals	12,255	12,255
(b)	Cases pertaining to issues decided in favour of the Group for an earlier year but the Income Tax Department have raised a demand for a similar issue for subsequent years and are pending before Appellate authorities / Dispute Resolution Panel pursuant to appeals filed by the Group	81,493	65,457
(c)	Other cases pending before Appellate authorities / Dispute Resolution Panel in appeals filed by the Group	54,877	68,154
	Total	**148,625**	**145,866**
	Amount deposited under protest	9,019	8,287

Notes to the Consolidated Financial Statements

(All amounts in ₹ million, unless otherwise stated)

		As at 31.03.2023	As at 31.03.2022
(v)	**Custom Duty**		
(a)	Cases pending before Appellate authorities in respect of which the Group has filed appeals	1,988	1,987
(b)	Others	103	90
	Total	**2,091**	**2,077**
	Amount deposited under protest	-	-
(vi)	**Sales Tax**		
	Cases pending before Appellate authorities in respect of which the Group has filed appeals	55	55
	Amount deposited under protest	-	3
(vii)	**Claims**		
	Claims against the Group lodged by various parties	1,434	1,374
	Others	4,460	3,588
(viii)	**Group's share in Associate's and Joint Venture's Contingent Liabilities**		
	Contingent liabilities incurred by the Group arising from its interest in joint venture (a)	18	83
	Contingent liabilities incurred by the Group arising from its interest in associates (a)	1,793	1,598
	Group's share of joint ventures' contingent liabilities (b)	5	22
	Group's share of associates' contingent liabilities (b)	596	541

(a) A number of contingent liabilities have arisen as a result of the Group's interest in its joint venture and associates. The amount disclosed represents the aggregate amount of such contingent liabilities for which the Group as an investor is liable. The extent to which an outflow of funds will be required is dependent on the future operations of the joint venture. The Group is not contingently liable for the liabilities of other ventures in the joint ventures.

(b) The amount disclosed represents the Group's share of contingent liabilities of joint ventures and associates. The extent to which an outflow of funds will be required is dependent on the future operations of the associates being more or less favourable than currently expected.

(ix) In respect of disputed Local Area Development Tax (LADT) (upto April 15, 2008) / Entry Tax, the amounts under dispute are ₹ 21 million (as at 31.03.2022: ₹ 21 million) for LADT and ₹ 20 million (as at 31.03.2022: ₹ 20 million) for Entry Tax. The State Government of Haryana has repealed the LADT effective from April 16, 2008 and introduced the Haryana Tax on Entry of Goods into Local Area Act, 2008 with effect from the same date. After implementation of Goods & Services Act in 2017, Entry Tax Act in Haryana was repealed.

(x) (a) The Competition Commission of India ("CCI") had passed an order dated August 25, 2014 stating that the Company has violated certain sections of the Competition Act, 2002 for not making diagnostic tools and genuine spare parts freely available in the open market and has imposed a penalty of ₹ 4,712 million. The Delhi High Court, on 16th May 2019, disposed the Company's petition stating that the Company had alternative remedies available. Thereafter, Company filed a Special Leave Petition before the Supreme Court of India, wherein an interim stay on the CCI's order was granted on July 1, 2019 and the stay is continuing.

(b) The Competition Commission of India ("CCI") had initiated suo-moto proceedings in the month of February 2019 alleging that the Company has violated certain sections of the Competition Act, 2002 relating to resale price maintenance. The Company filed its response to the Director General's investigation report against the Company before the CCI on 9th April 2021 and placed its final arguments during the virtual hearing on 15th April 2021. The Company has received the order from CCI dated August 23, 2021, whereby the Commission has arrived at a decision against the Company and a penalty of ₹ 2,000 million was imposed on the Company for imposing a discount control policy. The Company is of the view that the CCI has failed to consider voluminous evidence that it has submitted in its defence. The Company has been legally advised that there are fair and reasonable grounds to contest the case. The Company has filed an appeal before the National Company Law Appellate Tribunal ("NCLAT") to vigorously defend its position against the CCI order. The NCLAT has stayed the operation of the CCI order including the cease and desist direction and penalty subject to the Company depositing 10% of the penalty imposed i.e. ₹ 200 million. The Company has deposited the ₹ 200 million and is contesting the case.

(xi) The Hon'ble Supreme Court in a ruling, had passed a judgment on the definition and scope of 'Basic Wages' under the Employees' Provident Funds and Miscellaneous Provision Act, 1952. Pending issuance of guidelines by the regulatory authorities on the application of this ruling, the impact on the Company for the previous periods, if any, cannot be ascertained. Currently, the Company has started providing for the revised liability w.e.f from 1 April, 2019

B) The amounts shown in the item (A) represent the best possible estimates arrived at on the basis of available information. The uncertainties and possible reimbursements are dependent on the outcome of the different legal processes which have been invoked by the Company or the claimants as the case may be and therefore cannot be predicted accurately or relate to a present obligations that arise from past events where it is either not probable that an outflow of resources will be required to settle or a reliable estimate cannot be made. The Company engages reputed professional advisors to protect its interests and has been advised that it has strong legal positions against such disputes.

40 The Company entered into a 'Contract Manufacturing Agreement' (CMA) with Suzuki Motor Gujarat Private Limited (SMG), a fellow subsidiary of Suzuki Motor Corporation (SMC) on December 17, 2015. In accordance with the contractual terms, SMG during the term of this agreement, shall manufacture and supply vehicles on an exclusive basis to MSIL. The consideration for the arrangement would be cost incurred by SMG to manufacture the cars which will be charged to the Company on no-profit-no-loss basis.

The Company evaluated the CMA arrangement in accordance with guidance provided in Ind AS 116 and concluded that the specified assets and right to use the same are implied in the agreement. The Company also evaluated the contractual rights and obligations including relating to pricing, termination and renewal and concluded that a reasonable certainty, as defined by Ind AS 116, does not exists across the lease period. Accordingly no right-of-use assets or lease liability has been recognised on account of the given arrangement.

The payments made towards cost of purchase of vehicles recorded during the year includes ₹ 20,121 million (previous year ₹ 17,251 million) towards a component of lease payment for specified assets (Written Down value of specified assets as on March 31,2023 is ₹ 100,590 million (Previous year ₹ 111,841 million)), as per the information provided by SMG.

41 AUDITORS' REMUNERATION*

	Year ended 31.03.2023	Year ended 31.03.2022
Statutory audit	22	19
Taxation matters	-	10
Other audit services / certification	1	3

* excluding GST

42 The figures of previous year have been re-grouped, wherever necessary, to conform to the current year classification

43 The Consolidated financial statements were approved by the Board of Directors and authorised for issue on April 26, 2023.

For and on behalf of the Board of Directors

HISASHI TAKEUCHI
Managing Director & CEO
DIN: 07806180

KENICHIRO TOYOFUKU
Director (Corporate planning)
DIN: 08619076

AJAY SETH
Chief Financial Officer

SANJEEV GROVER
Executive Vice President &
Company Secretary
ICSI Membership No. F3788

Place: New Delhi
Date: April 26, 2023

AOC-1

PART "A" - Subsidiaries

1	Sl. No.	1	2
2	Name of the Subsidiary	J J Impex (Delhi) Limited	True Value Solutions Limited
3	The date since when Subsidiary was acquired	20-Apr-12	14-Jan-02
4	Reporting Period for the Subsidiary concerned, if different from the holding company's reporting period	NA	NA
5	Reporting currency and Exchange rate as on the last date of the relevant Financial Year in the case of foreign subsidiaries	NA	NA
6	Share Capital (in Millions)	88	1
7	Reserves & Surplus (in Millions)	398	1
8	Total Assets (in Millions)	573	2
9	Total Liabilities (in Millions)	87	0
10	Investments (in Millions)	-	-
11	Turnover (in Millions)	916	-
12	Profit before taxation (in Millions)	72	(1)
13	Provision for taxation (in Millions)	18	-
14	Profit after taxation (in Millions)	54	(1)
16	% of shareholding	100%	100%

Note:

1 No subsidiaries are yet to commence operations.

PART "B" - Associates and Joint Ventures

I. Associates

Sl. No.	Name of Associates	Hanon Climate Systems India Private Limited	SKH Metals Limited	Jay Bharat Maruti Limited	Caparo Maruti Limited	Machino Plastics Limited	Bharat Seats Limited	Krishna Maruti Limited	Nippon Thermostat (India) Limited	Mark Exhaust Systems Limited	Bellsonica Auto Component India Private Limited	FMI Automotive Components Private Limited	Manesar Steel Processing India Private Limited	Maruti Suzuki Insurance Broking Private Limited	Bahucharaji Rail Corporation Limited
1	Latest Audited Balance Sheet Date	31-Mar-22	31-Mar-22	31-Mar-22	31-Mar-22	31-Mar-22	31-Mar-22	31-Mar-22	31-Mar-22	31-Mar-22	31-Mar-22	31-Mar-22	31-Mar-22	31-Mar-23	31-Mar-22
2	Date on which the Associate / Joint Venture was associated or acquired	21-Oct-92	07-Nov-86	30-Nov-88	01-Mar-95	15-Mar-89	17-Oct-88	30-Jul-93	20-Jun-95	09-Feb-01	21-Aug-06	01-Nov-07	23-Sep-10	24-Nov-10	13-Dec-18

AOC-1

Sl. No.	Name of Associates	Hanon Climate Systems India Private Limited	SKH Metals Limited	Jay Bharat Maruti Limited	Caparo Maruti Limited	Machino Plastics Limited	Bharat Seats Limited	Krishna Maruti Limited	Nippon Thermostat (India) Limited	Mark Exhaust Systems Limited	Bellsonica Auto Component India Private Limited	FMI Automotive Components Private Limited	Manesar Steel Processing India Private Limited	Maruti Suzuki Insurance Broking Private Limited	Bahucharaji Rail Corporation Limited
3	Shares of Associate/Joint Ventures held by the company on the year end														
	No.	518,700	2,645,000	12,680,000	2,500,000	941,700	4,650,000	670,000	125,000	4,437,465	3,540,000	44,100,000	6,840,000	751,643	204,417,200
	Amount of Investment in Associates/ Joint Venture (in Millions)	52	49	16	25	5	5	7	1	57	354	441	68	2	2,044
	Extent of Holding %	39.00%	37.03%	29.28%	25.00%	15.35%	14.81%	15.80%	10.00%	44.37%	30.00%	49.00%	11.83%	46.26%	33.39%
4	Description of how there is significant influence	Power to participate in the financial and/or operating policy decisions	Power to participate in the financial and/or operating policy decisions	Power to participate in the financial and/or operating policy decisions	Power to participate in the financial and/or operating policy decisions	Power to participate in the financial and/or operating policy decisions	Power to participate in the financial and/or operating policy decisions	Power to participate in the financial and/or operating policy decisions	Power to participate in the financial and/or operating policy decisions	Power to participate in the financial and/or operating policy decisions	Power to participate in the financial and/or operating policy decisions	Power to participate in the financial and/or operating policy decisions	Power to participate in the financial and/or operating policy decisions	Power to participate in the financial and/or operating policy decisions	Power to participate in the financial and/or operating policy decisions
5	Reason why the associate/joint venture is not consolidated	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
6	Networth attributable to shareholding as per latest audited Balance sheet (in Millions)	1,056	587	1,386	177	75	188	1,537	0	422	187	875	66	7,621	1,649
7	Profit/Loss for the year														
	i. Considered in Consolidation (in Millions)	41	86	108	(129)	2	26	278	2	74	(48)	39	7	859	20
	ii. Not Considered in Consolidation	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

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II. Joint Ventures

Sl. No.	Name of Associates/Joint Ventures	Plastic Omnium Auto Inergy Manufacturing India Private Limited	Marelli Powertrain India Private Limited	Maruti Suzuki Toyotsu India Private Limited
1	Latest Audited Balance Sheet Date	31-Mar-22	31-Mar-22	31-Mar-22
2	Date on which the Associate /Joint Venture was associated or acquired	07-May-10	09-Feb-01	22-Oct-19
3	Shares of Associate/Joint Ventures held by the company on the year end			
	No.	6,656,000	8,550,000	22,050,000
	Amount of Investment in Associates/Joint Venture (in Millions)	67	85	221
	Extent of Holding %	26.00%	19.00%	50.00%
4	Description of how there is significant influence	Power to participate in the financial and/or operating policy decisions		
5	Reason why the associate/joint venture is not consolidated		NA	
6	Networth attributable to shareholding as per latest audited Balance sheet (in Millions)			
a)	Share Capital (in Millions)	67	85	221
b)	Reserves & Surplus (in Millions)	167	651	(23)
7	Profit/Loss for the year			
	i. Considered in Consolidation (in Millions)	5	214	(19)
	ii. Not Considered in Consolidation	NA	NA	NA

Note:

1 No associates or joint ventures are yet to commence operations.

2 The Profit after tax of all JV/Associates except Maruti Insurance Broking Private Limited have been taken on the basis of unaudited financial statements for financial year ended 31st March 2023.

Notes

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Investor Relations

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