24th October, 2023

Vice President
National Stock Exchange of India Limited
“Exchange Plaza”, Bandra – Kurla Complex
Bandra (E)
Mumbai – 400 051

General Manager
Department of Corporate Services
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street, Mumbai – 400 001

Sub: Investor Presentation

Dear Sir(s),

In continuation to our earlier letter dated 19th October, 2023 regarding schedule of investor meeting, please find attached herewith as Annexure - “A”, the presentation made today to the analysts/investors by Suzuki Motor Corporation, Japan.

Kindly take the same on record.

Thanking you,

Yours truly,

For Maruti Suzuki India Limited
SANJEEV GROVER
Executive Vice President & Company Secretary

Digitally signed by SANJEEV GROVER
Date: 2023.10.24 14:11:53 +05'30''
Update on the Indian Market Situation and Outlook of Suzuki

Japan Mobility Conference 2023

October 24, 2023

Kenichi Ayukawa
Executive Vice President
SUZUKI MOTOR CORPORATION
1. About Suzuki Motor Corporation
2. Update on the Indian Market
3. Prospects of India
4. Exhibits for JAPAN MOBILITY SHOW 2023
1. About Suzuki Motor Corporation
## Overview of Suzuki Motor Corporation

<table>
<thead>
<tr>
<th><strong>Company Name:</strong></th>
<th>Suzuki Motor Corporation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Establishment:</strong></td>
<td>1920</td>
</tr>
<tr>
<td><strong>Representative:</strong></td>
<td>Toshihiro Suzuki, President and CEO</td>
</tr>
<tr>
<td><strong>Consolidated Employees:</strong></td>
<td>70,012 people</td>
</tr>
<tr>
<td><strong>Consolidated net sales:</strong></td>
<td>4,641.6 billion yen (FY2022)</td>
</tr>
<tr>
<td><strong>Head Office:</strong></td>
<td>Hamamatsu-city, Shizuoka</td>
</tr>
<tr>
<td><strong>Number of consolidated subsidiaries:</strong></td>
<td>120 companies (Japan: 66; Overseas: 54)</td>
</tr>
</tbody>
</table>

*As of March 31, 2023
Suzuki’s Performance

Consolidated Net Sales by Region
4,641.6 billion yen in FY2022

Automobile Sales Units by Region
3 million units in FY2022

(billion yen)

Others
1,641.4

Japan
1,212

India
1,788.2

Approx. 39%

(billion yen)

Others
728

Japan
627

India
1,645

Appro. 55%

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2. Update on the Indian Market
India | GDP, Economic Growth Rate and Population

Real Gross Domestic Product (GDP)

Economic Growth Rate

Population

All sources are IMF. The dashed line in the graph (FY 2023 to FY 2028) is the IMF forecast.
India | Trade Balance and Crude Oil Imports

**Trade Balance**

- Source: macrotrends

**Crude Oil Imports**

- Source: Department of Petroleum Planning and Analysis (PPAC), Ministry of Petroleum and Natural Gas, India
India | Progress of Passenger Car Sales

Trends in Passenger Car Sales in India *Excluding commercial vehicles

FY2022
Overall market: 3.89 million units (Maruti Suzuki: 1.61 million units/41.3% market share)

First half of FY2023
Overall market: 2.07 million units (Maruti Suzuki: 870,000 units/42.1% market share)

YoY ➡ Overall market: 107%, Maruti Suzuki: 110%
India | Progress of Production Volume

Annual Production Volume in India  *Including exports

- **Gujarat Plant**
- **Manesar Plant**
- **Gurgaon Plant**

- **Cumulative total: 1 million units** (March 29, 1994)
- **Cumulative total: 5 million units** (April 4, 2005)
- **Cumulative total: 10 million units** (March 9, 2011)
- **Cumulative total: 20 million units** (June 4, 2018)

**FY2022**
- 1.92 million units

**First half of FY2023**
- 989 thousand units

*Including exports*
Progress of Maruti Suzuki Export Volume

259 thousand units in FY2022 (YoY 109%) ⇒ achieved record high
*Grew 2.3 times in the last 5 years

First half of FY2023 133 thousand units
FY2022 259 thousand units

Export volume

(10,000 units)
Indian Market Challenges | Expanding the SUV Segment

Overall market: SUV segment share rose significantly

**FY2017 23.8% ➔ First half of FY2023 48.3%**

Trends in the Composition of the SUV Segment in the Overall Market of India

(10,000 units)

- **SUV**
- **Other**
- **SUV composition ratio**

![Graph showing the trend in SUV segment share from FY2017 to First half of FY2023]
Indian Market Challenges | Expanding the SUV Segment

**New SUV models launched**

Fronx (Launched in April 2023)

Jimny 5-Door (Launched in June 2023)

**Increase in SUV share**

First half of FY2023 **21.7%**  
*FY2022 12.1%*
Market Challenges | Response to various laws and regulations

Recent emissions regulations

April 2020
Introduction of BS6 emission regulations in India

April 2023
Enhanced regulations with additional RDE standards (BS6 Phase 2)
* RDE ... To clear exhaust emission standards by actual running tests on prescribed routes near Delhi.

Trends in safety regulations

BNCAP (Bharat Motor Vehicle Safety Assessment Program)
A program that evaluates the safety performance of a car by ☆ and discloses it to car buyers

Suzuki and Maruti Suzuki will work together to respond
3. Prospects of India
India is a market with growth prospects in the medium to long term

India Overall Market:
6 million units
Maruti Suzuki:
3 million units
(50% market share)
6 models of BEV in the lineup

India’s economic growth target “Amrit Kaal” (Age of Growth and Prosperity)
- India aims to become the world’s second largest economy in 25 years until 2047, when it celebrates 100 years of independence
- Government policy to balance the economy with CN

India Overall Market:
Total passenger car: 3.89 million units
Maruti Suzuki:
1.61 million units (41.3%)

Maruti Suzuki:
First BEV launch in India
Overall Indian market: YoY +5~7%
Maruti Suzuki: Outpace market growth

Goal of achieving carbon neutrality
Restructuring of the Indian Production System | Towards 2030

**Production Capacity**

**FY2030 targets**

4 million units/year (approximately 2 times the FY2022 level)

Continued capacity growth in line with market growth: 1 million units announced

- Haryana: 1.5 million units
- Gujarat: 750 thousand units
- Kharkhoda: 1 million units (Production scheduled to start in FY2024)

Additional capacity increase: 1 million units

Over 4 million units

Existing production capacity + Planned additional capacity = FY2030 target
Restructuring of the Indian Production System | Towards 2030

July 31, 2023
Announced the sale of Suzuki Motor Gujarat to Maruti Suzuki

Suzuki Motor Gujarat
March 2014: Company established
February 2017: Plant 1 SOP (production capacity 250,000 units/year)
January 2019: Plant 2 SOP (production capacity 500,000 units/year)
April 2021: Plant 3 SOP (production capacity 750,000 units/year)

Enhancing productivity by consolidating production functions in Maruti Suzuki
Automobile business: multipathway

⇒ Aim to achieve carbon neutrality in a way that is appropriate for the region and market

- EV
- HEV
- Compressed Natural Gas (CNG)
- Biofuel (Gas, ethanol)
- Etc.

Achieve carbon neutrality
Product plan until FY2030 (India)

Introduction of first battery EV in FY2024

Battery EV lineup

Introduce 6 models

Powertrain ratio

- BEV: 15%
- HEV: 25%
- ICE: 60%

CNG, biogas, ethanol mixed fuel, etc.
In March 2022, signed a MoU with the State of Gujarat, India, for local production of electric vehicles (BEV) and in-vehicle batteries for BEVs and other investments (approximately Rs 104.4 billion).

Suzuki will continue to actively invest in India and contribute to the realization of the Government of India's "Self-reliant India."

<table>
<thead>
<tr>
<th>Company</th>
<th>Contents</th>
<th>Investment Amount</th>
<th>Operating Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1    Suzuki Motor Gujarat</td>
<td>Increasing production capacity for BEV production</td>
<td>31 billion rupees</td>
<td>2025</td>
</tr>
<tr>
<td>2    Suzuki R &amp; D Center</td>
<td>Construction of an in-vehicle battery plant for BEV (adjacent to SMG)</td>
<td>73 billion rupees</td>
<td>2026</td>
</tr>
<tr>
<td>3    Maruti Suzuki Toyotsu India Private Limited</td>
<td>Construction of auto body dismantling and recycling plant</td>
<td>450 million rupees</td>
<td>2025</td>
</tr>
</tbody>
</table>
Compressed Natural Gas (CNG)

- CNG vehicles are characterized by low cost and low CO₂ emissions
- CNG variants are offered in 14 passenger cars and 1 commercial vehicle.
- Maruti Suzuki’s share of CNG vehicles is 74% (FY2022).
- Government of India also advocates the use of CNG vehicles to achieve carbon neutrality

Sales of Maruti Suzuki CNG vehicles in India (1,000 units)
CNG vehicle ratio among Maruti Suzuki vehicles (%)
Initiatives to Achieve Carbon Neutrality by 2070 | CBG

Biogas derived from cow dung (CBG: Compressed Bio Gas)

Conventional: CO₂ in the atmosphere → grass (photosynthesis) → cattle feed → manure → methane released into the atmosphere

Methane has a greenhouse effect 28 times higher than CO₂

Collect cow dung (resources), Produce biogas → Use for automobile fuel

Can be deployed in Africa and other emerging countries other than India

Biogas has the power to "change the world"
Initiatives to Achieve Carbon Neutrality by 2070 | CBG

① measurement
② Receiving
③ fermentation
④ Purification
⑤ supply
⑥ fertilizer
Three parties agree to set up biogas production plant

Establish 4 biogas production plants sequentially

- The total amount of planned investment is 2.3 billion rupees (approx. 4 billion yen).
- Each plant has a biogas filling station. Sold as fuel for CNG vehicles

Contract signing ceremony held at the Indian Embassy (September 6, 2023)
4. Exhibits for JAPAN MOBILITY SHOW 2023
Exhibit theme for JMS

“Answers for Excitement throughout the World.”

Message

Present to our customers with diverse initiatives toward a carbon neutral future in mobility and services unique to Suzuki.
JMS Exhibit | eVX

<Reference Exhibit>

eVX, Suzuki’s first global strategic EV

• Showcased for the first time at the Auto Expo 2023 held in January 2023 in India, its exterior has been evolved and the interior is revealed for the first time.
• Proposed as an EV that realizes true Suzuki SUV driving experience by further evolving the electronically-controlled 4x4 technologies.

[Main specification (reference figure)]

• Overall Length 4,300mm x Width 1,800mm x Height 1,600mm
• Range: 500km
<Reference Exhibit>

**eWX, mini wagon EV that stays close to people’s daily lives**

- Concept model which is a crossover of fun and practical mini wagon unique to Suzuki, and futuristic EV.
- Expresses a buddy-like presence that supports people’s daily lives with clean and simple body shape of an EV, exterior that has a friendly character, and light and user-friendly cabin space that makes people feel at home.

[Main specification (reference figure)]
- Overall Length 3,395mm x Width 1,475mm x Height 1,620mm
- Range: 230km
JMS Exhibit | e EVERY CONCEPT

<Reference Exhibit>

e EVERY CONCEPT, mini-commercial BEV van that stays close to people’s daily works

- Mini-commercial EV van, equipped with a BEV system, jointly developed by Suzuki Motor Corporation, Daihatsu Motor Co., Ltd., and Toyota Motor Corporation.
- Proposed as a model that contributes to the local society by not only realizing silent and powerful EV drive, but also supplying electricity from the vehicle in case of an emergency, while maintaining the user-friendliness of a mini-commercial van.

[Main specification (reference figure)]
- Overall Length 3,395mm x Width 1,475mm x Height 1,890mm
- Range: 200km
Spacia is a minicar which has a unique styling and spacious cabin. This concept model is filled with our wish to “Make daily lives more fun, convenient, and comfortable!”.

Rear seat comfortability is enhanced such as by equipping with “multi-use flap” in the front section of the seat cushion for the first time on a Suzuki vehicle.

Spacia Concept is designed for “comfort” and “excitement” that uniquely colors daily lives, and Spacia Custom Concept is designed for “elegance” and “gorgeousness”.

<Reference Exhibit> Spacia Concept / Spacia Custom Concept
JMS Exhibit | Swift Concept

<Reference Exhibit>

Swift Concept

- Concept model to propose new value of the Swift which has been developed by always keeping the concept of “Drive&Feel”.
- With a shift from tangible consumption to experiential consumption, the Swift Concept not only provides “design” and “drive”, but also proposes new value of “have fun with car and daily lives”.
- Equipped with a host of advanced safety technologies including DSBSII*1 collision mitigation braking, AHS*2, and DMS*3.
- High-efficiency engine strikes a balance between driving performance and fuel efficiency.

*1: Dual Sensor Brake Support II
*2: Adaptive High Beam System
*3: Driver Monitoring System
• Suzuki has been working on the CBG project since 2022, believing that it can contribute to the development of India by combining rural revitalization, the realization of a sustainable recycling-oriented society, and providing mobility.

• In the booth we will display the WagonR CBG for the Indian market that we exhibited at the G7 Hiroshima Summit event held in May, and introduce our CBG business initiatives in India with panels and videos.

*Compressed Biomethane Gas
JMS | Other Reference Exhibits

Motorized Wheelchair
Suzuki Senior Car

Electric Compact Mobility
MOQBA, next-generation four-leg mobility

SUZU-RIDE / SUZU-CARGO, electric personal/multi-use mobility

SUZUKI GO!, new electric mobility

LM-A, last-mile delivery robot
e-PO, foldable electric moped

e-choinori, close distance mobility utilizing e-bike powertrain unit

e-BURGMAN, demonstration project electric scooter prototype

<Motorcycle Technical Exhibit>
Hydrogen Engine BURGMAN (test model)

Small e-outboard concept, electric outboard motor
JMS | Exhibits regarding business activities

<Reference Exhibit>

Demonstration of hydrogen fuel cell cargo dolly at Kosai Plant (panel display)

<Reference Exhibit>

Merchandise sales booth resembling a mini truck market, and service for mobile shop business owners (application)

<Reference Exhibit>

Flying car display (collaboration with SkyDrive Inc.)

• In the booth we will display a 1/5 size scale model and introduce the initiatives of the collaboration.
Caution with respect to Forward-Looking Statements

- The forward-looking statements mentioned in this presentation are based on currently available information and assumptions, contain risks and uncertainty and do not constitute guarantees of future achievement.
- Please note that the future results may greatly vary by the changes of various factors.
- Those factors, which may influence the future results, include economic conditions and the trend of demand in major markets and the fluctuations of foreign exchange rates (mainly U.S. dollar/Yen rate, Euro/Yen rate, Indian Rupee/Yen rate).