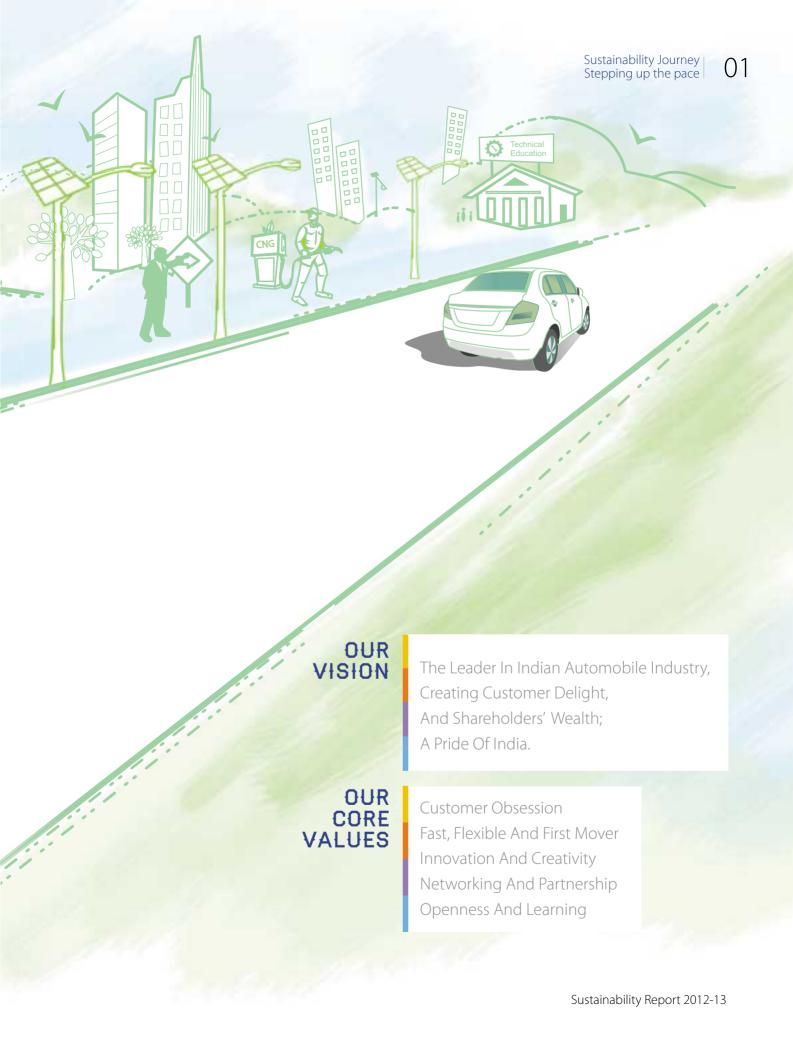


Sustainability Report 2012-13

GRI G3.1 A+ LEVEL
GRI AUTOMOTIVE SECTOR SUPPLEMENT

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Maruti Suzuki India Limited

Stepping up the pace



If the path is bumpy, weather is turbulent and visibility is low, there are two options - to sit back and wait for things to settle down or to cruise ahead with determination and vigour. The first option is safe but breaks the journey, the second is risky but takes one forward on the journey.

This analogy is true for the corporate world today. Challenges face us on all fronts. Slow economy, political uncertainty, ever-changing consumer preferences, scarcity of resources, cost pressures, society expectations, labour issues, competition, currency fluctuations are just some of the many challenges corporates are facing these days. A determined and committed Company, waiting for the situation to improve is not an option for Maruti Suzuki. Knowing that focused action will determine success and sustainability, Maruti Suzuki has enhanced focus on all dimensions of sustainability - economic, environmental and social, accelerating its efforts to tread forward on its sustainability journey.

The Company is adding new manufacturing plant at Manesar, it has purchased land in Gujarat for future expansion and is setting up R&D test course at Rohtak. It entered a new segment with Ertiga and is working on a compact SUV. Sales and service network expansion is continuing with focus on rural India. A new business vertical-Quality Assurance has been created to strengthen quality systems and deliver world class quality

New models being launched by the Company are light weight, fuel efficient and have lower emissions. The Company is exploring innovative ways to minimise water and electrical consumption in its manufacturing. Captive solar power plant, vehicle transportation through rail, electric and hybrid vehicle technologies are some of the projects that are in the fore of the Company's focus. Taking its environmental best practices to the value chain is another priority area.

The Company has planned to significantly enhance the scale and reach of its social interventions through its road safety, skill and community development programmes.

Nothing significant can be achieved without a dedicated and motivated workforce. The Company has strengthened engagement with employees, especially shop floor workers. The Management is committed to their safety, welfare and sustained growth.

With a will to surmount the existing challenges and a renewed focus and vigour, Maruti Suzuki is stepping up the pace on its sustainability journey.

CHAIRMAN'S STATEMENT

Maruti Suzuki India Limited

Dear Stakeholder.

I am happy to present the Company's Sustainability Report for 2012-13.

It is almost 30 years since the Company began operations. Although the term sustainability has gained currency only in recent years, we have always taken a long term view of how to achieve and sustain excellence. We will continue to do so in the future also.

Our relationship with our employees, suppliers and dealers has been built on the concepts of partnership, trust and mutual support. We recognised and worked on the basis that employees, suppliers and dealers were our foundation pillars for sustained growth and excellence. We had to prosper together, rather than at the expense of each other. There was no other way for long term sustainability. We have nurtured forums and platforms where we collaborate to share knowledge, create new products, enhance quality, reduce wastage and better our service to the customer.

It would not have been possible for the Company to maintain leadership over three decades without focus on the customer. Our vision of customer delight is supported by multiple mechanisms to capture the voice of the customer, understand their changing needs and preferences and address their concerns. Our effort is to incorporate this voice as far as possible in the way we decide our product lines, design and price our cars, expand our network and service and repair customers' vehicles.

Employees have a pivotal role in the success of the Company. Together with the support of our parent company, Suzuki Motor Corporation, we have created a culture where employees feel motivated to contribute their best to the growth and improvement of the organisation. In 2012-13 alone, employees across levels gave over 3.96 lakh suggestions for improvement which helped the Company save ₹ 354 Crore. This is a strong indicator of how closely



aligned employees are to the Company and the extent to which they see their personal prosperity and growth linked to that of Maruti Suzuki.

The strength and support of all stakeholders has enabled the Company to overcome several serious challenges over the years. 2012-13 was no different. Economic growth slowed to 5%. High inflation and interest rates dampened sentiments. The substantial difference in the prices of petrol and diesel caused an imbalance in market demand. Despite these and other challenges, the Company was able to grow sales and improve its market share. Higher localization of supplier products and cost reduction efforts along the value chain enabled the Company to improve profits.

Growth has to happen alongside care for the environment. With global warming and natural disasters threatening to overwhelm us, it is imperative that care for the environment is integrated into business strategy and objectives. We are able to synergise the apparently contradictory elements through a mix of objectives, incentives and people education.

The Company has substantially brought down power and water use per car in its manufacturing operations in the past few years. In many ways, efficient use of resources, material and equipment has helped us reduce cost of operation while caring for the environment.

We are also pursuing environment friendly technologies that may have high upfront costs, but benefit both the business and the environment over the long term. Solar power is a case in point. The Company is currently setting up infrastructure for a 1 MW solar unit at its Manesar facility. The plan is to enhance the use of clean energy in the near future. As far as possible, we share environment friendly practices with suppliers to multiply the positive impact.

On the product side we recognise that what is good for the environment is also the preferred choice of our customer. The Company has a reputation for providing high fuel efficiency – and thereby lower carbon emissions – in its vehicles. In the past few years, our R & D efforts have focused on enhancing fuel efficiency in existing vehicles through initiatives to reduce vehicle weight, minimise engine friction and introduce new materials.

The Company was the first in the country to offer factory-fitted CNG passenger vehicles. We are working on a localization plan for CNG-related components with the hope that the availability of natural gas at a competitive price, and distribution infrastructure will improve in the next few years.

Stepping Up the Pace

While we have a sound foundation of relationships with stakeholders, we are set to do more to strengthen those bonds. The new Company Act requires corporates to commit at least 2% of their profits to CSR.



WE HAVE ALWAYS BEEN

CONSCIOUS OF THE NEED TO HELP

SOCIETY AND NOW THE BOARD

WILL OVERSEE THIS EFFORT. OUR

MAIN AREAS OF WORK WILL BE

ROAD SAFETY, UPGRADATION

OUR FACTORIES.

OF TECHNICAL EDUCATION AND

IMPROVEMENT OF THE QUALITY OF

LIFE OF THE COMMUNITIES AROUND

We have received invaluable support from these communities, the latest instance being during the industrial unrest in the past two years. We will continue to work closely with them in education, local infrastructure, health and employability – areas they have identified as critical for them. We are determined to deepen our engagement with the community.

We believe that proper training of commercial vehicle and private car drivers is essential for increasing road safety and reducing accidents and fatalities. We are committed to increasing the number and reach of Institutes of Driving and Traffic Research (IDTR) as also Maruti Driving Schools. We will seek the cooperation of all State Governments to supplement our efforts and make road safety and good driving habits a reality.

India needs to substantially increase manufacturing activities, if we are to enjoy the demographic dividend and provide jobs for our young men and women. To sustain manufacturing activities we need to increase the supply of well-trained technical personnel. We have decided to partner Industrial Training Institutes and improve the infrastructure and quality of training. So far we are managing 21 Industrial Training Institutes (ITI) across the country. This activity will be increased every year.

I am deeply grateful to all stakeholders for their support and seek their continued cooperation in the future.

R. C. Bhargava Chairman

MANAGING DIRECTOR'S STATEMENT

Dear Stakeholder,

I am delighted to share with you Maruti Suzuki's fifth Sustainability Report.

The world is currently coping with economic slowdown and unemployment, large fiscal deficits, climate change and people unrest. This, at a time when technology and business capability are more advanced than ever before. Clearly, in our journey of growth, we lost sight of sustainability. We are paying the price.

I took over as Managing Director of Maruti Suzuki on April 1, 2013. It gives me satisfaction that sustainability is, to a large extent, integrated with the mission and strategy of this Company. Our effort is to regularly meet customer expectations with regard to design, quality and performance, while keeping the cost of ownership low. To remain cost competitive, it is critical for us to use resources optimally whether it is funds, power, water, facilities or material.

In terms of emission, noise, passenger safety and fuel efficiency, the expectations of Indian customers are rapidly growing, and rightly so. The government is addressing these issues through suitable regulation with a clear roadmap, which is decided in partnership with industry and civil society. Improved quality of liquid fuels, a robust infrastructure for CNG and superior traffic management will help contain emission. As a company, our endeavour is to stay ahead of regulations as far as possible.

I am concerned that as a country, we are not doing enough for in-use vehicles, including scrappage and recycling. Here too, we have made our vehicles free of hazardous substances and compliant to norms in Europe.

In achieving our mission and strategy, we work closely with suppliers and dealers. We have built relationships based on mutual trust, and these have sustained over the years. These are invaluable in times like now, when business volatility and



macro-economic fluctuations have become a reality in a globalising economy.

Besides sharing with partners our goals, plans, outlook and expectations, we work jointly on several projects to reduce cost, improve quality and design, offer new and better products and enhance the quality of service to customers. For example, our joint work on inner part localisation and value enhancement with suppliers has helped us de-risk the business, offer products at less cost and improve profitability of the value chain.

While trying to minimise the impact of our operations and products, we also take initiatives to proactively benefit our stakeholders. Our road safety initiatives, which focus on driver training and road behaviour, help our customers use their vehicles more responsibly. But they also cover drivers of commercial vehicles in large numbers, and our objective there is to benefit all road users.

Much more needs to be done. More important, it has to be done in tune with the context. We have enhanced our community development initiatives in the villages around our factories in Manesar and Gurgaon. We realise that in addition to resources, we can offer our competencies in planning, execution and cost effectiveness to community projects. Above all, of course, communities value engagement and regular interaction. They have reciprocated by supporting us in our most challenging times, including during industrial violence.

In a country that offers potential opportunity, I believe education is the route to empowerment. We ought to offer our support, however modest, to government efforts in this area. On the one hand, we have upgraded village school infrastructure, including critical areas like toilets. Better infrastructure, together with other interventions, has contributed to higher enrolment, retention and overall academic performance. We are also sharing our knowledge, resources and expertise to develop Industrial Training Institutes to make their students more valuable entry level employees.

Our Company had a shocking incident of industrial violence at our Manesar facility last year. Awanish Dev, General Manager (HR), a valued colleague, died. Nearly a hundred executives and managers were hospitalised. The Company locked out the facility for a month. Operations resumed after ensuring safety and security of employees. I thank all stakeholders, including the government, local community, suppliers, dealers and the employees for their support during this crisis and their help in restoring operations to normal.

People have been given the opportunity to learn and contribute, and they have often exceeded expectations.

I believe we now have to step up our communication and engagement with people, recognise their aspirations, make them aware of challenges, together appreciate what is



possible now and what has to be left for later and, as always, jointly grow the business in a climate of trust.

I was very interested to see that the theme for the Sustainability Report last year was "Foot on the Pedal".



While our sights are set on the road to growth, it is the pedal of sustainability that will take us to our goal. Last year, our sustainability efforts have grown in size and range, as you will notice in the following pages. Now, while we keep our foot planted in the right place, we are determined to step up the page

I thank all stakeholders for their support to our business through the many challenges.

K. Ayukawa Managing Director and CEO

BOARD OF DIRECTORS



MR. K. ASAI Director & Managing Executive Officer (Engineering)



MR. K. AYABE Director & Managing Executive Officer (Supply Chain)



MS. P. SHROFF Director



MR. D. S. BRAR Director





MR. O. SUZUKI Director



MR. R. C. BHARGAVA Chairman



MR. K. AYUKAWA Managing Director & CEO



MR. T. HASUIKE Joint Managing Director



MR. S. NAKANISHI Director



MR. A. GANGULI Director



MR. R. P. SINGH Director



MR. K. SAITO Director

AUDIT COMMITTEE

MR. A. GANGULI

MR. K. AYUKAWA

Member

Chairman

MS. P. SHROFF

Member

MR. D. S. BRAR

Member

SHAREHOLDERS' AND INVESTORS' **GRIEVANCE COMMITTEE**

MR. R. C. BHARGAVA

Chairman

MR. K. AYUKAWA

Member

MR. S. NAKANISHI

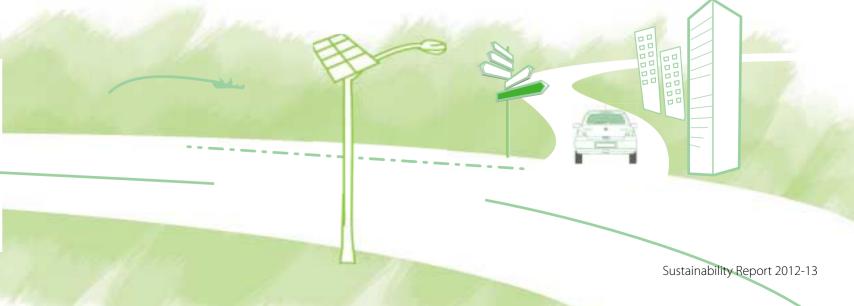
Member

MR. D. S. BRAR

Member

EXECUTIVE OFFICER (LEGAL) & COMPANY SECRETARY

MR. S. RAVI AIYAR



EXECUTIVE MANAGEMENT TEAM



MR. K. AYUKAWA Managing Director & CEO



MR. T. HASUIKE Joint Managing Director



Sr. Managing Executive Officer (HR, IT, Finance & COSL) Administration



MR. M. PAREEK Managing Executive Officer



MR. T. HASHIMOTO Executive Officer

Marketing & Sales



Executive Management Team

MR. M.M. SINGH Sr. Managing Executive Officer

Production



MR. M. KAMIYA Executive Officer





MR. C.V. RAMAN Executive Officer



MR. K. AYABE Director & Managing

Executive Officer

Supply Chain



MR. S. MAITRA Sr. Managing Executive Officer

MR. Y. SUZUKI Executive Officer



MR. A.K. TOMER Executive Officer

Quality Assurance



KEY IMPACTS, RISKS, OPPORTUNITIES

MANAGEMENT SYSTEMS FOR SUSTAINABILITY

Maruti Suzuki India Limited

On the strategic level, the Board of Directors guides the Company towards its long - term sustainability. On an operational level, the Business Review Committee monitors the implementation of various sustainability initiatives. The Committee consists of all full time directors, managing executive officers, executive officers and heads of various divisions. Every week, a Business Review Meeting (BRM) is held and operational parameters reviewed. The overall performance of the Company is reviewed in monthly Business Review Meetings. The Chairman of the Company, a non-Executive Board member, attends all monthly BRMs.

At the Business Review Meetings, the Company monitors and reviews its business performance and key environmental and social parameters. Stakeholder concerns that are captured through various routes are shared at the Business Review Meetings. This process is part of the ISO 9001:2008 framework and is audited by an external agency every six months. The action points that emerge from the discussions at the Business Review Meetings are recorded and reviewed in subsequent meetings to ensure implementation. Once every quarter, performance against key environmental and



SUSTAINABILITY PERFORMANCE REVIEW PROCESS

social parameters is submitted to the Board. At the corporate level, the Company has a team that promotes and drives sustainability initiatives.

GOVERNANCE MECHANISMS TO ADDRESS SUSTAINABILITY RISKS

Risk management activity in the Company is reviewed by the Audit Committee through a management sub-committee, the Executive Risk Management Committee (ERMC). The risk management process of the Company is spearheaded by the Chief Risk Officer (CRO) through the ERMC. The ERMC, headed by Managing Director and CEO, comprises all directors, vertical heads and executive officers of the Company. It reviews risk management activities on a regular basis. Risks are categorised on the basis of their severity and the level at which they are to be addressed and monitored.

The Company undertook an extensive risk assessment and mapping exercise in 2012-13. It reviewed and revised its existing risk library; identified new potential risks, and set in motion efforts to mitigate them. Previously, in 2005-06, the Company had undertaken a risk assessment exercise. However, the approach of the exercise taken up in the reporting year was different. In addition to extensively assessing risks in the entire value chain, the Company also

engaged with all direct stakeholders of the Company to get their inputs in matters of risks pertaining to them, their safeguards and mitigation strategies. The Company's risk library was also revised through this exercise.

The Company recognises that some risks are also opportunities. For example, the climate change risk offers the Company an opportunity to improve the fuel efficiency of its cars and undertake technology improvements, right from engine technology to light weighting. Water and energy sources are finite; while this is a future risk, it is also an opportunity for innovation and technological improvement in the Company's manufacturing processes and day to day running of its facilities.



Localisation boosts economic development in the country and creates many employment opportunities. Increasing competition in the Indian automobile market offers the Company a continuous opportunity to improve its product portfolio, refresh its existing cars and launch new ones to delight customers time and again. The major risks to the Company are outlined below under various heads.

CURRENCY FLUCTUATIONS

The Company and its suppliers import material and components. While total imports, direct and indirect, vary from year to year, they have been as high as 25% of net sales, leading to a significant foreign currency risk.

The exchange risk also arises as the Company exports its products to diverse markets in Europe, Africa, Latin America and South East Asia.

During 2012-13, with the depreciation of the yen, foreign currency was favourable for the Company. However, adopting a long-term view, the Company has taken steps to minimise exposure to currency risks. During the year, it finalised a new set of policies which further encourage suppliers to localise manufacturing of imported components. The Company continues to hedge against risk for its direct imports and also on behalf of certain vendors. Besides, exports act as a natural hedge and, as they grow in the future, will help in further mitigating the currency risk.

COMPETITIVENESS

With growing middle class incomes in India, automobile manufacturers are expanding their presence in the country. Companies that were earlier confined to premium segments are now launching products in the compact, premium compact and entry sedan segments. This can potentially impact market share and profitability.

The Company is mitigating this risk through a comprehensive plan for new products, facelifts and technology upgrades. Marketing efforts are being strengthened, including in rural areas. The network of sales and service outlets is being expanded to increase bonding with the customer. The Company is enhancing its product development capability and infrastructure in collaboration with Suzuki Motor Corporation.



RECRUITMENT, TRAINING, RETENTION AND MOTIVATION

Maruti Suzuki India Limited

The automobile industry requires highly specialised technical skills, along with team work and collaborative effort. Human resources drive the Company. As its operations expand, the need for a skilled workforce with the right attitude assumes importance. With more automobile players entering the Indian market, there is the possibility of them drawing away our trained manpower.

The Company has progressive people policies. With growing numbers of young employees, the Company has taken several initiatives to induct, train and involve them effectively. The Company's distinct culture of empowerment, decentralised decision making and team work is being strengthened. It has developed measures to ensure uniform and accurate communication across all ranks. The Company partners with Government Industrial Training Institutes across the country to upgrade their infrastructure and impart values like team work, quality consciousness and discipline to their students to make them industry-ready. During the year, the Company adopted five new ITIs in Gujarat. It currently works with 21 ITIs.

INDUSTRIAL RELATIONS

The Company has been impacted by labour issues over the past two years, including a shocking incident of violence where a General Manager died. Nearly 100 managers and executives were injured and hospitalised. While taking suitable disciplinary action against those responsible for the violence, the Company has strengthened initiatives for cordial industrial relations

The process of recruitment and screening has been strengthened. The periodic wage revision was concluded to the satisfaction of all stakeholders. The Company has created forums to improve communication and grievance redressal. New initiatives, such as sports tournaments, social volunteering and training, have been taken to strengthen bonding and enhance the sense of ownership.

WATER

The Company recognises that water is a finite natural resource. It is also aware of the water situation in Haryana, where its two manufacturing sites are located.

Judicious use of resources is a part of the Company's culture. This includes the use of water. Kaizen, and



Effluent Treatment Plant at the Gurgaon facility

innovative methods to conserve water on the shop floor, are encouraged. Though its manufacturing operations are not as water intensive as those of some other industries, the Company has taken steps to reduce water consumption during manufacture. All the water within its boundaries is recycled and reused with zero discharge. Canal water is used as the major source in order to conserve ground water. Rain water is also harvested and used.

ENERGY

The Company requires a constant, stable supply of electricity for smooth operations. Electricity generation leads to emissions.



THE COMPANY MINIMISES

IMPACT ON THE ENVIRONMENT BY
USING NATURAL GAS, A CLEANER
FUEL, FOR GENERATING POWER
IN ITS CAPTIVE POWER PLANTS.
IT IS ALSO USING ALTERNATIVE,
RENEWABLE SOURCES OF ENERGY.

Solar energy powers its street lights at Gurgaon and Manesar and is also used in some water heating operations. The Company is in the process of installing a 1 MW solar energy plant at Manesar. Kaizen, and innovation to reduce electricity consumption during manufacture, are encouraged. The Company has also registered two CDM projects, one of which is related to waste heat recovery in power generation.

EMISSIONS

The Company is aware that its products have a polluting nature. It is also aware that society has the right to clean air.

The Company gives utmost importance to the fuel efficiency of its cars. The major part of its portfolio comprises compact cars having lower emission levels. There is a constant attempt to improve fuel efficiency. For example, the Alto 800 launched by the Company in 2012-13 has the best-in-class fuel efficiency.

Maruti Suzuki was the first automobile company to offer its customers factory-fitted CNG cars. These cars run on a cleaner fuel with lower emissions. From 2006-2012, the Company sold over 3.5 lakh alternative fuel vehicles, off-setting 1, 57,232 tonnes of CO₂ per year.

VALUE CHAIN

About 80% of the products used in the Company's cars are generated at the suppliers' end. The right quality and





quantity of components and their timely delivery is of critical importance to the Company's smooth operations. The Company's supply chain is extensive, with suppliers of varying sizes and capabilities. Their sustainability is an important concern. The Company also imports some of its components.

During the year, the Company undertook a comprehensive initiative for supplier risk management. It has mapped and prioritised risks in the value chain and taken steps for their mitigation. These include efforts towards localisation to reduce dependence on imported components, hedging currency and commodities where possible, development of second (alternative) sources for components, suppliers' parks at both Gurgaon and Manesar to reduce transportation time, an IT-based system (e-Nagare) to keep track of inventory, and the Maruti Centre of Excellence to build capacity among suppliers. The Company also promotes ISO 14001 certification amongst its tier-1 suppliers to create environmental consciousness amongst them.

For sustainability of its supplier operations, the Company engaged an external knowledge partner to proactively assess and avoid potential threats. In the pilot phase, six major product categories and four commodities were analysed for various risks. The lessons from these product categories will be extrapolated to other product categories.

SOCIETY

The Company's operations have an impact on society. Communities residing in the vicinity of the Company are affected by its operations. Society at large is also impacted by its products; this includes all road users, including those who don't necessarily own and/or drive cars.



The Company has a dedicated department to address the concerns of the neighbouring communities at Gurgaon and Manesar. This department works in close coordination and consultation with community members, local leaders, opinion makers and the Government to design developmental programmes. The Company plans its operations and facilities in a manner that minimises disturbance to the local people. For example, in Gurgaon, about 30% of the Company's component supplies are received at night to reduce congestion on the roads. Similarly, its trailers carrying cars use the roads by and large at night.

To address concerns of road safety, the Company runs a nationwide programme that focuses on driver skill and behaviour; this includes commercial vehicle drivers. Road safety awareness is also an important element of the programme.

OUALITY

The Company recognises that quality improvement is a continuous journey. Failure to keep pace will alienate customers, increase the risk of recalls, result in higher warranty claims and imperil the Company's reputation.

Although the Company's products are regularly rated by customers, the PDCA (Plan–Do–Check–Act) principle ensures that continuous improvement is built into all processes and systems. The Company monitors quality from the new product development stage to in-house manufacturing and through market feedback. It works closely with suppliers to strengthen their processes and systems.

The Company has converted Quality into an independent vertical in order to place greater focus on excellence.

INFORMATION SECURITY AND DATA PRIVACY

Maruti Suzuki depends on IT systems for numerous internal and external business operations, such as the Company's Financial System, its Dealer Management System and its e-Nagare System. It also possesses numerous assets and its employees have access to large volume of information and

The Company has robust internal control systems to ensure that all its assets are safeguarded and protected against loss from unauthorised use or disposition, and that all transactions are authorised, recorded and reported correctly.

A child at a school health camp in Gurgaon

To ensure minimal disruption in business operations due to non-availability of IT services, the IT division has adopted a Business Continuity Management and Disaster Recovery (DR) plan for all critical IT resources.

An additional data centre has been set up in Bengaluru to ensure availability of business-critical applications in the event of a disaster. Back-up of all business-critical data is maintained at Chandigarh. A disaster recovery drill of critical applications is conducted on a yearly basis.

opportunities for the Company, the Materiality Matrix is another means of prioritising material issues. The Materiality Matrix is developed as a product of stakeholder engagement and the Company's priorities and vision. It slots material issues pertaining to the Company on a three-point scale of high, medium and low importance. The material issues of the Company, in the light of recent developments, are presented as follows.

MATERIALITY ANALYSIS

Besides the Management Committee and the Risk Management System that prioritises risks, challenges and

	MATERIALITY MATRIX				
STAKEHOLDERS	ндн		Non-discrimination & human rights Road safety Skill development	Product safety Business growth & profitability People development & motivation Employee wages & benefits Occupational health & safety Customer satisfaction Process emissions Industrial relations Corporate governance Product quality Product emissions Compliance	
SIGNIFICANCE TO THE STAKEHOLDERS	MEDIUM		Child and forced labour Green supply chain Green service workshop Information security & data privacy Product labeling	Attrition Water conservation Material optimisation Effluent waste Waste management Government policy and regulations Foreign exchange fluctuations	
SIG	ГОМ	Biodiversity Indigenous rights	Green products	Competition R & D capability Energy conservation Business ethics Macro economic factors	
		LOW	MEDIUM	HIGH	
	SIGNIFICANCE TO THE COMPANY				



Maruti Suzuki India Limited (henceforth referred to as Maruti Suzuki or the Company) is a leading passenger car manufacturer in India. The Company was established in 1981 as a joint venture between the Government of India and Suzuki Motor Corporation (SMC), Japan. The Company today is SMC's largest subsidiary in terms of volume of production and sale.

The Company operates manufacturing sites at Gurgaon and Manesar with five active production lines. Its regional, area and zonal offices traverse the length and breadth of the country. Amongst car manufacturers in India, the Company has the largest sales and service network in the country. It has a dedicated team of over 18,000 people that run its operations.

1,171,434
Cars Sold
1,051,046
Domestic Market
120,388
International Market

In 2012-13, the Company merged Suzuki Powertrain India Limited (SPIL). SPIL was owned by Maruti Suzuki and SMC on a 30%-70% basis and supplied diesel engine and transmission systems to Maruti Suzuki.

Maruti Suzuki manufactures cars in India and sells in the domestic and international markets. In 2012-13, the Company sold 1,171,434 cars. Of these, 1,051,046 were sold in the domestic market and 120,388 in the international market. Net sales stood at ₹ 426,126 Million and the total market capitalisation as on 31st March, 2013 was ₹ 386,469 Million.

COMPANY OWNERSHIP

Maruti Suzuki is a public limited company. It is listed on the Bombay Stock Exchange Limited and National Stock Exchange of India Limited. Suzuki Motor Corporation is the majority shareholder in the Company. In 2012-13, there was an increase in the holding of SMC from 54.21% to 56.21% due to the merger of SPIL.

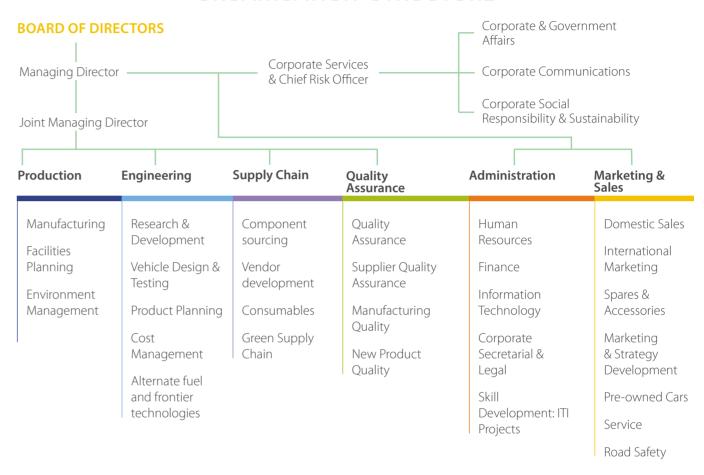
Refer to Annual Report 2012-13 for the shareholding pattern of the Company.

OPERATIONAL STRUCTURE

Maruti Suzuki's management structure consists of six business verticals headed by senior management executives who report to the Managing Director. Quality Assurance was added as a new business vertical in 2012-13, demonstrating the Company's concern and commitment to quality. Prior to that, Quality Assurance was a separate division under the Engineering business vertical.



ORGANISATION STRUCTURE



SPREAD OF OPERATIONS

Maruti Suzuki's manufacturing sites are at Gurgaon and Manesar, in Haryana. Its corporate office is at Vasant Kunj, New Delhi.

At Gurgaon, the Company runs three fully integrated plants and a K-series engine casting plant. The combined installed manufacturing capacity at Gurgaon is 7,10,000 vehicles per annum. The K-series engine casting plant has a capacity of 7,80,000 engines per annum. A new facility for diesel engines is under construction.

The Manesar facility has two integrated plants with a combined installed capacity of 5, 50,000 vehicles per annum. A third plant is under construction.

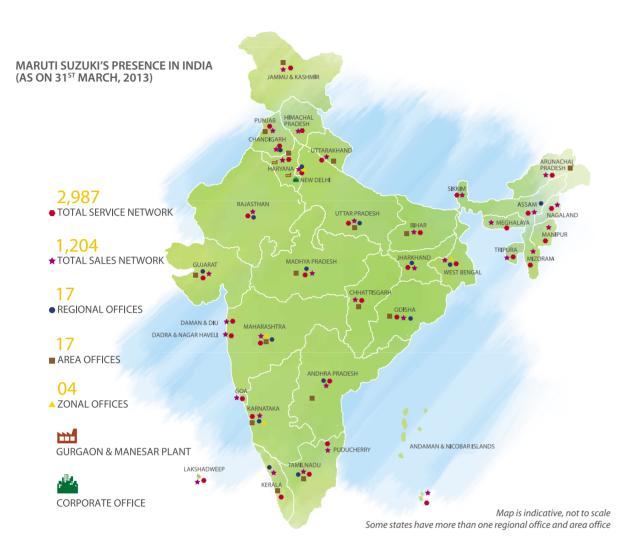
The Company has purchased about 1200 acres of land in Gujarat for future expansion.

Besides, the Company is setting up a R&D test course at Rohtak. The Rohtak facility will have proving grounds, a crash test facility and wind tunnel testing facility. The facility will enhance the Company's ability to design, develop and test new cars.

SUPPLIER BASE

The Company depends on its large supplier base for thousands of components that go into its vehicles. About 80% of the value of its products is generated at the suppliers' end. The Company works closely with its suppliers to create new products, refresh existing ones and localise components; these measures help in reducing costs and promoting the local industry. As on 31st March, 2013, the Company had a supplier base of 279 suppliers, including 20 joint venture companies where it has equity stake.

Organisation Profile Stepping up the pace Sustainability Journey





Technicians working on cars in a service workshop

to educate its customers about the benefits of using genuine parts.

INTERNATIONAL MARKETING

Maruti Suzuki's cars are sold around the world in over 100 countries. In 2012-13, the Company crossed a major milestone by exporting its Millionth vehicle. Introduction of new models such as the refreshed A-star, DZire, Ritz and the new Alto 800 contributed to this milestone.

In the reporting year, exports to European markets were weak due to the economic slowdown and the European debt crisis. However, the Company made up its export volumes by increasing exports to non-European markets, such as Africa and Latin America.

Export of knocked-down kits to Indonesia and Thailand commenced in January 2012. These were expanded to Malaysia, Vietnam and Hungary during the year.

Top Ten Countries by Export Volume in 2012-13

ispiren deantiles by Expert retaine in Earl 15		
Country	Total	
Algeria	24,638	
Chile	12,921	
UK	9,062	
Indonesia	7,743	
Peru	6,735	
Netherlands	6,066	
Egypt	4,289	
Australia	3,687	
Uruguay	3,243	
Angola	2,989	

SALES AND SERVICE NETWORK

Maruti Suzuki has a large sales and service network that crisscrosses the length and breadth of the country. This network gives the Company a great competitive advantage. The Company has set up zonal offices, area offices and regional areas to support its large sales and service network.

As on 31st March 2013, it had 1,204 sales outlets in 874 cities and 2,987 service workshops in 1,430 cities. The service network of the Company includes dealer workshops, Maruti Authorised Service Stations, Maruti Service Masters and Maruti Service Zones. The Company also has a pre-owned car business called True Value. True Value encourages sale of new vehicles through exchange and also undertakes the sale of used vehicles.

Sales and Service Coverage

Section	2010-11	2011-12	2012-13
Sale Outlet	933	1,100	1,204
Cities	668	801	874
Service Outlet	2,946	2,958	2,987
Cities	1,395	1,408	1,430
True Values Outlets	353	409	450
Cities	208	237	254

The Company also offers its customers automobile finance, insurance, genuine spare parts and accessories, and extended warranty. The Company has over 400 Maruti Genuine Parts outlets (MGPs). In addition to expansion in the retail network of MGPs, the Company undertakes a nationwide campaign

MARUTI SUZUKI'S GLOBAL PRESENCE IN 2012-13



OUR PRODUCTS

PRIMARY BRANDS, PRODUCTS **AND SERVICES**

Maruti Suzuki offers its customers a wide range of cars to choose from. Its portfolio meets the varying needs and preferences of its customers. The Company is committed to provide the best fuel efficiency in its cars and is continuously improving their environmental performance. It offers various fuel options in the 16 car models that are sold in domestic and international market.

ALTO 800



Dow Jones Sustainability Indices In Collaboration with RobecoSAM

AWARDS AND ACCOLADES IN 2012-13



TO THE COMPANY

- Ranked No.1 in the J D Power Asia Pacific Customer
 Satisfaction Index (CSI) Study for the 13th consecutive year
- Commendation certificate on Occupational Health & Safety Practices by National Safety Council of India 2012
- Golden Peacock Award for Occupational Health and Safety in the automobile sector.
- Golden Peacock Award for Sustainability
- Golden Peacock National Training Award
- Ranked 3rd in the list of the 100 Most Successful and Influential Companies in India by TLG Partners, a Londonbased consultancy.

- Won Handa Golden Key award by Indian Value Engineering Society (INVEST)
- Won IPE CSR Corporate Governance Award 2012 for best CSR practice in automobile sector
- Won the 2nd Asia's Best CSR Practices Award 2012 for best overall CSR practice
- Responsible Business Awards for best CSR practice in 2012 by World CSR Day
- 1st runner-up in the corporate category at the Airtel Delhi Half Marathon People's Green Star Awards 2012
- Won Most Caring Company Award by World CSR Day Congress





TO THE COMPANY PRODUCTS

SWIFT

- Premium Hatchback of the Year in the NDTV CNBC Awards 2012
- Indian Car of the Year 2012 in ICOTY 2012
- Golden Steering Wheel Awards 2012 by Auto Bild India & Carwale



- Entry Compact Car of the Year 2013 at Autocar India Awards
- Value for Money Car of the Year at the Autocar India Awards
- Compact Car of the Year at the CNBC Overdrive Awards
- Entry Car Award at the ET Zigwheels Awards
- Viewers' Choice 4 Wheeler at the CNBC Overdrive Awards



ERTIGA

- Top Gear Family Car of the Year
- MPV of the Year at the Autocar India Awards, ET Zigwheels Awards and BS Motoring 2013 Awards
- Compact SUV of the Year Award at the CNBC Overdrive Awards

DZIRE

- Compact Sedan of the Year Award at the Car India Awards and NDTV Car India Awards
- Midsized Car of the Year at the CNBC Overdrive Awards
- Entry Sedan prize at the ET Zigwheels Awards



TO COMPANY OFFICIALS

- Mr. R. C. Bhargava, Chairman, named 'Automobile Person of the Year 2013' by NDTV Profit
- Mr. Mayank Pareek, MEO, M&S, awarded 'Marketer of the Year (Automobiles)' by IAA Leadership Awards
- Mr. Sudam Maitra, Sr MEO, Supply Chain, awarded 'Supply Chain Executive of the Year Award' by Indian Chamber of Commerce in association with NDTV Profit and Delloite



CERTIFICATIONS

- OHSAS 18001:2007 ISO14001: 2004
- ISO 9001:2008 ISO 27001: 2005

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Maruti Suzuki India Limited

Report Profile, Scope and Boundary

Stepping up the pace

REPORT PROFILE, SCOPE AND BOUNDARY

Maruti Suzuki publishes its Sustainability Report annually. This fifth Sustainability Report is for the period 1st April, 2012 to 31st March, 2013.

Scope and Boundary of Report

Section	GRI Indicator	Coverage	Exclusions
Economic	EC	All Maruti Suzuki operations including Suzuki Powertrain India Limited.	
Environment	EN	Gurgaon and Manesar manufacturing locations	Suzuki Powertrain India Limited Head office, regional/area offices and MSSD, Naraina, Delhi Scope 3 of the WBCSD/WRI Protocol
Social			
• Labour Practices & Human Rights	LA, HR	Corporate operations	Suzuki Powertrain India Limited
Occupational Health and Safety	LA	Corporate office, Gurgaon and Manesar manufacturing locations	Suzuki Powertrain India Limited Regional/area offices and MSSD, Naraina, Delhi
Community Development and Employee Volunteering	SO	Gurgaon, Manesar and Delhi	Suzuki Powertrain India Limited Regional/area offices
Road Safety and Skill Development	SO	Across various states in India	-
Product Responsibility	PR	All products and services	-

Note: All operations include manufacturing facilities at Gurgaon, Manesar and Powertrain, head office in Delhi, regional/area offices across India and MSSD – service workshop stations fully owned and operated by the Company in Delhi.

This report has been prepared as per GRI G3.1 guidelines and conforms to its A level requirements. The Company has published its Annual Business Responsibility Report as per the requirements of Clause 55 of SEBI listing agreement for the year 2012-13 as a part of its Annual Report 2012-13.

An independent assurance provider, Det Norske Veritas AS (DNV), has verified the report as per AA 1000 AS (2008). The Assurance Statement is given at the end of this report.



Maruti Suzuki India Limited Stepping up the pace Sustainability Journey 2

GOVERNANCE, COMMITMENTS AND ENGAGEMENT

CORPORATE GOVERNANCE

Maruti Suzuki believes that good corporate governance is essential for building trust between stakeholders, the management and the Board of Directors. Robust governance practices have been implemented at all levels of the organisation.

CORPORATE GOVERNANCE PHILOSOPHY

The Company is committed to practising sound corporate governance and upholding the highest business standards. 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 such as integrity, equity, transparency, fairness, disclosure, accountability and commitment to values.

The Company fosters a culture in which high standards of ethical behaviour, individual accountability and transparent disclosures are ingrained in all 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.

The composition of the Board is given in the table below.

Directors as on 31st March 2013

S No	Name	Designation/Category	Audit Committee	Shareholders'/ Investors' Grievance Committee
1	Mr. R. C. Bhargava	Chairman/Non-Executive	-	Chairman
2	Mr. Shinzo Nakanishi*	Managing Director and CEO/Executive	Member	Member
3	Mr. Tsuneo Ohashi	Director and Managing Executive Officer (Production)/Executive	-	-
4	Mr. Kazuhiko Ayabe	Director and Managing Executive Officer (Supply Chain)/Executive	-	-
5	Mr. Keiichi Asai	Director and Managing Executive Officer (Engineering)/Executive	-	-
6	Mr. Osamu Suzuki	Director/Non-Executive	-	-
7	Mr. Kenichi Ayukawa*	Director/Non-Executive	-	Member
8	Mr. Kinji Saito	Director/Non-Executive	-	
9	Mr. Amal Ganguli	Director/Independent	Chairman	-
10	Ms. Pallavi Shroff	Director/Independent	Member	-
11	Mr. Davinder Singh Brar	Director/Independent	Member	Member
12	Mr. R. P. Singh**	Director/Independent	-	-

Note: *Post 31st March 2013, there have been changes in the Board of Directors. Suzuki Motor Corporation (SMC) nominated Mr Kenichi Ayukawa as the Managing Director and CEO with effect from 1st April 2013 in place of Mr Shinzo Nakanishi, who retired as Managing Director and CEO with effect from close of business hours on 31st March 2013. Similarly, SMC nominated Mr Toshiaki Hasuike as a Whole-time Director designated as Joint Managing Director with effect from 27th April 2013 in place of Mr Tsuneo Ohashi, a Whole-time Director designated as Director and MEO (Production), who resigned with effect from close of business hours on 26th April 2013.

The Company has six business verticals. The Indian managers at the top management level of these verticals are designated as Senior Managing Executive Officer (Sr. MEO) or Managing Executive Officer (MEO). Sr. MEOs and MEOs are supported by Executive Officers (EOs), who are also a part of the top management. The Board meetings mark the compulsory presence of all the Sr. MEOs, MEOs and EOs, as they act as a channel between the Board and the employees. This structure not only allows for easy and quick flow of information to the Board, but also creates an opportunity for these verticals to make recommendations to the Board on all issues relevant to their business operations.

MECHANISM FOR PROVIDING INFORMATION AND RECOMMENDATIONS TO THE BOARD

The Board has complete access to all Company information. The following information is provided to the Board, with the agenda papers circulated in advance of each meeting:

The Company has a Business Review Committee (BRC), consisting of whole-time directors, senior management personnel and divisional heads. The BRC meets every week to review the operational performance of the Company. The monthly meeting of the BRC is attended by the Chairman of the Board of Directors.

The Company has a dedicated e-mail address, *investor@maruti.co.in*, through which investors can give their recommendations.

The Company continued its green initiative by sending the Annual Report and other relevant documents via e-mail to investors who registered their e-mail addresses with the Company.

In accordance with the provisions of the Companies Act, 1956, the Company convenes an Annual General Meeting (AGM) every year. The Board members, along with the Chairman of the Audit Committee and SIGC, attend the meeting. The Board takes note of the shareholders' suggestions and replies to their queries.

Information provided to the Board of Directors					
ECONOMIC	ENVIRONMENT/SOCIAL	COMPLIANCE			
Annual operating plans, capital and revenue budgets and updates.	Fatal or serious accidents and dangerous occurrences.	Materially important show cause, demand, prosecution and penalty notices.			
Financial results, details of foreign exchange exposure and the steps taken by the management to limit risks.	Significant labour problems and their proposed solutions.	Non-compliance of any regulatory/ statutory nature.			
Any materially relevant default in financial obligations to and by the Company or substantial non-payment for goods sold by the Company.	Any significant development in the human resources and/or industrial relations fronts and social issues.	Issues involving possible public or product liability claims of a substantial nature.			
Sale of investments, subsidiaries, assets, which is not in the normal course of business.	Any significant effluent or pollution problems.	Minutes of meetings of committees of the Board.			
Status of funds invested by the Company; details of any joint venture or collaboration agreement		Recruitment and remuneration of senior officers just below the Board level including appointment or removal of Chief Financial Officer and Company Secretary.			

^{**} Mr. R. P. Singh was appointed with effect from 25th January 2013.



REMUNERATION OF THE BOARD OF DIRECTORS

Besides salary and other perguisites, the Managing Director and whole-time directors are paid a profit-linked bonus that is directly linked to their performance. The performance criteria for the payment of performance-linked bonus are defined by the Board. These performance criteria include financial performance and parameters related to the growth of the Company.

AMALGAMATION OF SUZUKI POWERTRAIN INDIA LIMITED

During the year, Suzuki Powertrain India Limited (SPIL) was amalgamated with and into the Company, resulting in consolidation of the business of manufacturing of engines, creating greater synergies between the businesses of both companies and their large asset base, and providing access to better financial resources. In order to ensure fairness and equity in process of amalgamation, a committee of independent directors was constituted which deliberated on various aspects of the amalgamation and made recommendations to the Board for its approval. To protect the interest of the employees of SPIL, the scheme of amalgamation provided for continuation of their employment with the Company, which resulted in more efficient and effective pooling of management, administration and technical skills and human resources.

PROCESS FOR DETERMINING COMPOSITION, **OUALIFICATION AND EXPERTISE OF HIGHEST GOVERNING BODY AND ITS COMMITTEES**

The setting up of the committees of the Board and the composition of the committees is based on the statutory requirements and the business needs. The Company has constituted an Audit Committee and a Shareholders'/ Investors' Grievance Committee as per the Clause 49 of the Listing Agreement. Besides, a Committee of Directors for borrowing from banks/financial institutions has also been constituted.

The members of the Board and its various committees are chosen as and when vacancy is created due to the retirement, resignation or completion of the term of the existing member. Eminent persons with proven track record and relevant experience are chosen as members of the Board and the committees. The Company takes necessary approvals from the shareholders and investors and also informs SEBI, stock exchange and the internal and external stakeholders.

MANAGING CONFLICTS OF INTEREST AND EQUAL **OPPORTUNITY**

The Company has laid down a Code of Business Conduct and Ethics which is applicable to all its senior management personnel, including its directors, top management and functional heads (including management personnel with direct functional reporting to directors and top management personnel), who affirm compliance with the Code of Conduct on an annual basis. For Code of Conduct, refer to the Company's website at http://www.marutisuzuki.com/codeof-conduct.aspx.

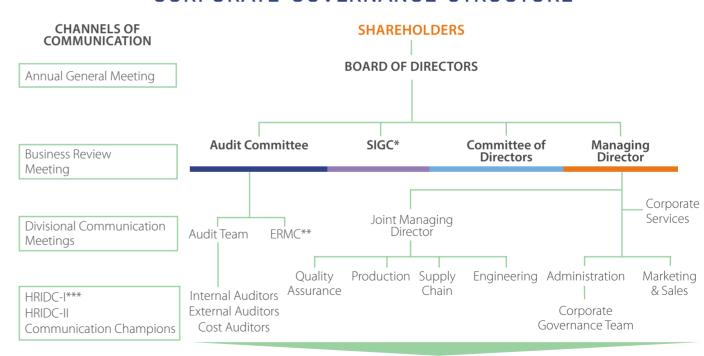
During the year, there were no transactions of material nature with the promoters, the directors or the management, their subsidiaries or relatives that had potential conflict with the interests of the Company. All disclosures related to financial and commercial transactions where directors may have 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.

None of the transactions with any of the related parties was in conflict with the interests of the Company. All related party transactions are negotiated on an arm's length basis and are in the interest of the Company.

ENSURING LEGAL COMPLIANCE

The Board reviews the Compliance Report with respect to all applicable laws, as well as steps taken by it to rectify instances of non-compliances, if any. Comprehensive legal compliance scheduling and management software, which helps to delegate and monitor all compliances across the Company, is used. Reports are generated through the software for each department/location, providing a snapshot of all compliances. The Company complied with the guidelines/circulars issued by the Ministry of Corporate Affairs (MCA) with respect to disclosures on its website during the year 2012-13.

CORPORATE GOVERNANCE STRUCTURE



ECONOMIC, ENVIRONMENTAL, SOCIAL SUSTAINABILITY

^{*}Shareholders / Investors Grievance Committee **Executive Risk Management Committee

^{***}Human Resources Initiative Development Committee

CODE OF CONDUCT FOR PREVENTION OF INSIDER TRADING

The Company has a comprehensive Code of Conduct for Prevention of Insider Trading under SEBI (Prohibition of Insider Trading) Regulations, 1992. It is applicable to its directors, officers (Company Secretary), designated employees and their respective dependent family members. It lays down guidelines which advise on procedures to be followed and disclosures to be made, while dealing with shares of the Company, and caution on the consequences of non-compliance.

WHISTLE BLOWER POLICY

The Company has in place a Whistle Blower Policy, which can be used by employees across all levels. The policy safeguards employees by helping them raise concerns about serious irregularities, unethical behaviour and actual or suspected fraud within the Company. Mr. Amal Ganguli, Chairman, Audit Committee, is the ombudsperson under the policy. The policy has been widely communicated to all employees, who have been provided the e-mail address, postal address and telephone numbers of the ombudsperson for reporting any matter directly.

CEO/CFO CERTIFICATION

The Company has in place a well-defined and transparent

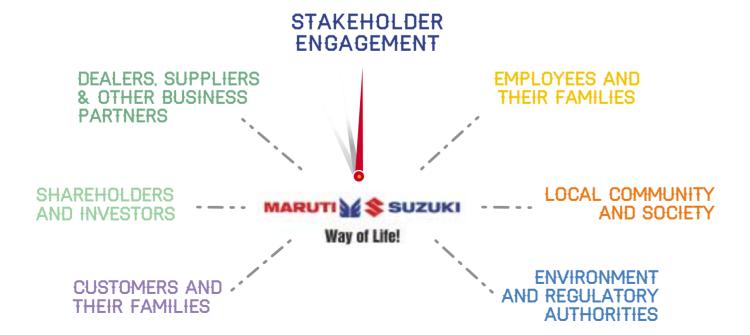
self assessment mechanism to evaluate the effectiveness of internal controls over financial reporting. To facilitate certification by CEO/CFO for the financial year 2012-13, key internal controls over financial reporting were identified and thoroughly assessed to provide sufficient comfort. To ensure complete transparency and effectiveness of the self-assessment, the whole process was carried out through an on-line web based tool called "Controls Manager".

For more information on governance, commitment and engagement refer to Corporate Governance section of the Annual Report.

STAKEHOLDER ENGAGEMENT

Maruti Suzuki considers all organisations and individuals who are affected by its operations and who can potentially impact its long-term sustainability as its stakeholders. The Company has, over time, developed and fine-tuned its engagement with its various stakeholder groups. Stakeholder engagement is a continuously evolving, dynamic process and the Company believes its stakeholders are partners in its journey towards sustainability.

Details of stakeholder engagement are mentioned in the tables on page 33. In the tables 'ongoing' refers to programmes/events conducted more than once in a month.





Activity	Frequency	Details
Divisional Communication Meetings (DCM)	Monthly	Ensure uniform and structured communication to all employees. Update employees on the Company's performance (sales, financials etc), competition and new developments within the Company
Human Resources Initiatives Development Committee	Once in two months	Ensure participation of employees in framing people policies
Family Interaction		
a) 'Parivaar Milan' for Associates	Ongoing	
b) 'Family Connect' for Executives and Above	Ongoing	Engagement with family members of the employees through factory visit and interaction with senior
c) Family Day Function	Annual	management
Inter-divisional Sports Tournaments and Motor Sports Events	Annual	A means of building team spirit amongst employees and an opportunity to pursue hobbies
Suggestion Schemes and Quality Circles	Ongoing	Employees implement work related suggestions and are rewarded and recognised appropriately
360 Degree Feedback	Once in 2 years	A means to improve leadership capability through direct feedback from peers and seniors
Stay Interviews	Ongoing	A structured format in which employees can share their concerns, which are addressed to encourage them to continue their service with the Company
Employee Relations Development Committee	Monthly	A platform that ensures constructive discussions between workers' unions and the Company officials
Employee Volunteering	Ongoing	An effort to involve employees in social initiatives of the Company



Customers

Customers		
Activity	Frequency	Details
Brand Track	Ongoing	A means to gauge customers' perception of corporate brand and product brands
Customer Meets	Ongoing	Undertaken to gauge customer satisfaction level with the Company products and services
Customer Satisfaction Feedback	Ongoing	To analyse customer feedback and take suitable measures for upgrading products and services
Mega Service Camps	Ongoing	A means to receive first-hand customer feedback and resolve complaints on the spot
Customer Care Cell	Ongoing	A 24X7 toll-free number (18001800180) for customers to register complaints
Product Clinics	Before launch of a product	To collect product-specific feedback from customers



Shareholders and Investors

Activity	Frequency	Details
Annual General Meeting	Annual	A meeting for investors to interact directly with top management of the Company
Press Releases and E-mails	Ongoing	Employed to disseminate information such as financial results, new model launches and price changes to investors
Investor Meets	5-6 meets a year	To update investors on the current business environment and Company strategy to meet challenges
One-to-One Meetings and Conference Calls	Ongoing	To address investor-specific queries

Note: The Company has a dedicated Investor Relations team. The emails and phone numbers are given below:

- 1. Institutional Investors: vivek.kumar@maruti.co.in, 011-46781126/22
- 2. Retail Investors: investor@maruti.co.in, 011-46781137



Activity	Frequency	Details
Maruti Centre for Excellence (MACE)	Ongoing	MACE has been set up to upgrade suppliers in areas such as quality, productivity etc. through training, handholding and sharing of the Company's best practices
Suppliers' Club	Ongoing	Provides opportunity to select suppliers to discuss critical issues with the Company's top management
Quality Month	Annual	Enhances quality consciousness amongst suppliers
Value Analysis and Value Engineering (VA-VE) Month	Annual	Helps achieve cost competitiveness through a joint activity with suppliers
Quality Circle (QC) Competition	Annual	Promotes quality circle culture amongst suppliers
Joint Venture HR Meetings	Once in two months	HR and IR issues are reviewed and necessary counter measures are proposed
Vendor Conference	Annual	Offers a platform for Company's top management and suppliers' CEOs to share thoughts and best practices
Project Shikhar	Ongoing	Facilitates upgradation of suppliers in quality, shop floor and people practices
JV Energy Audits	Ongoing	Undertaken at the JV companies to identify opportunities to reduce energy consumption
Environment Management System Approach	Ongoing	Engagement and support for ISO 14001 certification for tier-1 suppliers
Safety Audits	Ongoing	Audits undertaken at suppliers' end to identify unsafe areas and suggest improvements



Activity	Frequency	Details
Balanced Score Card	Quarterly	A tool for sustained performance improvement of dealers in areas such as operations, sales, service and spares
Dealer Management Systems	Ongoing	Systems that enable dealerships across India to have seamless business transactions and build lasting relationships with customers
Dealer Conferences	Annual	Platform to share best practices, offer future direction and receive feedback from dealers
Guidance on Business and Financial Matters	Ongoing	A way of capacity building and hand-holding of dealers by the Company

Local Community and Society



Activity	Frequency	Details	
Community Development and Engagement	Ongoing	Meetings with community leaders, regular interaction with village folk and implementation of development programmes	
Upgradation of Industrial Training Institutes	Ongoing	Upgradation of Government Industrial Training Institutes through multiple activities such as infrastructure development, curriculum augmentation, constitution of Institute Management Committee (IMC) meetings, factor visits	
Promotion of Road Safety	Ongoing	Promotion of road safety through driving training at IDTR, Maruti Driving Schools (MDS), Road Safety Knowledge Centres and road safety awareness programmes for school children. Regular engagement with traffic police, drivers, MDS managers for their feedback and improvement in course curriculum	

Environment and Regulatory Authorities



Activity	Frequency	Details
Community Feedback	Annual	Gauges environmental impact of the Company on the neighbouring community
Interaction with Regulatory Authorities	Ongoing	Interaction and communication with Centre and State Pollution Control Boards and Ministry of Environment and Forests to discuss environmental issues
Advocacy on Future Environmental Regulations and Policies	As required	Participation in committees set up by SIAM and Government on future environment regulations, policies and implementation plans
Hybrid and Electric Car	Ongoing	Working closely with Government for developing hybrid and electric technologies

ECONOMIC PERFORMANCE



Despite the sharp fluctuations in economic and industry growth in recent years, growing competition and adverse exchange rate, the Company has been able to grow profitably and maintain leadership.

The Company achieved sales growth of 4.4%, taking its market share to 39.1% in 2012-13 from 38.3% in 2011-12



Maruti Suzuki India Limited Stepping up the pace Sustainability Journey

MANAGEMENT APPROACH

Maruti Suzuki follows prudent financial policies with judicious deployment of resources. The Company has healthy financials. It has adequate cash reserves to invest in initiatives and projects that foster the organisation's long-term growth and development. Despite the sharp fluctuations in economic and industry growth in recent years, growing competition and adverse exchange rate, the Company has been able to grow profitably and maintain leadership. The Company has reserves and surplus to the tune of ₹ 184,279 Million as on 31st March, 2013.

The Company has well laid down procedures, guidelines and policies for mitigation of key financial risks, including foreign currency risk, commodity price risk, risk related to safety of portfolio investment etc. Foreign currency and commodity price risk is managed through Foreign Exchange Risk Management Policy and Commodity Risk Management policy approved by the Board of Directors.

The Company had portfolio investment of ₹84,365 Million as on 31st March 2013 in the form of fixed deposits and mutual fund investments. Investible surplus is efficiently managed through investment policy approved by the Board of Directors focusing on principles of Safety, Liquidity and Returns. Investments are made considering the macroeconomic situation, liquidity and interest rate with an objective to maximise return on investment in high credit quality portfolios (instruments), yet maintaining desired liquidity.

The Company recognises that its business is capital intensive, requiring sizeable investment in capacities, products, infrastructure and capabilities. As part of its strategy process and review, the Company regularly identifies the need for new projects for investment, product development and capabilities. The Company has adopted a transparent "controls self assessment mechanism", wherein people who are actually

executing the tasks related to controls over financial reporting actively participate to identify and take ownership of the key controls performed by them. New business propositions are evaluated basis the value creation and impact on the bottom line.

The Company strongly believes that there is tremendous growth potential in the Indian automobile industry. The Company's policy towards capital investments ensures that decisions are made with the long-term view in mind. Though there were many fluctuations in the domestic market over the past two years, the Company continued with its expansion plans such as the Rohtak test track, plant C at Manesar, a new engine plant at Gurgaon and purchase of land at Gujarat for future expansions.

The Company endeavours to enrich the value chain, involving suppliers and dealers, by ensuring that they have sound financial prudence, efficient internal controls and optimum profitability. Sessions are also organised for giving overview on currency risk and hedging mechanism to Chief Executive Officers of suppliers. Maruti Centre for Excellence (MACE) has been specially set up by the Company for training its suppliers and dealers. The activities of MACE include training, support and consultancy to the Company's suppliers and its sales network (Dealers/Maruti Authorised Service Stations), to help them achieve world-class standards in quality, cost, service and technology orientation.

During the year, the Company merged Suzuki Powertrain India Limited (SPIL) with itself. SPIL is a supplier of diesel engines and transmission systems to the Company and was owned by Maruti Suzuki and SMC on a 30%-70% basis. The merger was done through a share swap. The Company undertook due diligence with regard to human rights and non-discrimination prior to the merger. All necessary Board approvals, and regulatory and legal requirements for the merger, were completed during the year; the books of accounts of SPIL merged with those of the Company with effect from 1st April, 2012. With this merger, Maruti Suzuki brought its entire diesel engine capacity under a single management control. This will help strengthen all aspects of the business, including sourcing, localisation and production planning. It will also provide manufacturing flexibility and cost reduction.

FINANCIAL PERFORMANCE IN 2012-13

The year 2012-13 was a year of ups and downs. The slowdown in the Indian economy continued for the second successive year. The GDP growth was estimated at 5% in 2012-13, the lowest in a decade. This was accompanied by high interest rates, inflation and weak consumer sentiment. Rising fuel prices, caused partly by depreciation of the rupee to the dollar, increased the cost of vehicle ownership.

The fuel price differential between petrol and diesel continued through most of 2012-13. As a result, the share of diesel vehicles in the total passenger vehicle sales increased from 48% in 2011-12 to 58% in 2012-13. Petrol prices were largely market driven, while diesel prices remained under Government control for most part of the year. Later in the year, the Government gradually withdrew diesel subsidies and the demand for diesel vehicles also dropped.

The Company was able to contain the decline in sales of its petrol vehicles to 14%, and enhance its market share in this segment to 58.4% from 56% in 2012-13. Sales of diesel vehicles grew by 62%, enhancing the Company's share in this segment from 19.2% to 25.2% in 2012-13. The Company saw the frequent changes in petrol and diesel prices as an opportunity to sell its alternative fuel vehicles. During the year, more than 51,000 CNG vehicles were sold.

The utility vehicles posted unprecedented growth of 52%. The Company's new utility vehicle, Ertiga, launched in April 2012, was timed well to tap this changing customer preference. In addition to the Ertiga, the Company also launched the Alto 800 and refreshed its WagonR, Ritz and SX4 models during the year.

The manufacturing operations of Manesar plant were impacted due to an incident of violence in July, 2012 that led to the tragic death of a General Manager and injury to 100

Alto 800 launch at New Delhi



managers. Due to the concern for the safety and security of the staff, the Company locked out the Manesar facilities for one month. Operations at the Manesar facility returned to normal within three months.

A TOTAL OF 1,171,434 CARS
WERE SOLD IN 2012-13. OF THESE,
1,051,046 WERE SOLD IN THE
DOMESTIC MARKET AND THE
BALANCE 120,388 WERE EXPORTED.
WITH ITS BOUQUET OF EFFORTS TO
ADAPT TO THE MARKET SITUATION,
THE COMPANY ACHIEVED SALES
GROWTH OF 4.4%, TAKING ITS
MARKET SHARE TO 39.1% IN 2012-13
FROM 38.3% IN 2011-12

On the export front, as European markets continued to be slow in 2012-13, the Company turned its focus to non-European markets, such as Africa and Latin America, to limit decline in exports to 5.5.% only.



Sustainability Report 2012-13

Besides new model launches, refreshed models and better availability of diesel engines, further expansion into rural markets contributed to the Company's stable and dependable financial performance. Rural sales contributed 28% to the total domestic sales. The Company actively expanded its presence in the rural areas by setting up smaller format e-outlets. The number of these outlets has gone up by three times in the last five years, contributing over 50% of the Company's total sales network.

Maruti Suzuki India Limited

In order to tide over the slow market, competitors offered high discounts and the Company had to do the same to revive the automobile market. Commodity prices remained largely stable over the year and in a few cases prices fell, offering the Company opportunities for hedging for the future. To reduce exposure to the fluctuating yen, the Company continued its efforts towards greater localisation.

Highlights of the year:

- Top four models by unit sales in 2012-13 were from the Maruti Suzuki stable. These were the Alto, Swift, DZire and WagonR
- The new Alto 800 achieved sales of 1,00,000 units in just 124 days of launch
- Maruti 800 and Alto crossed the 2 Million cumulative production mark in 2012-13
- Maruti Suzuki exported one-Millionth vehicle in 2012-13

- Maruti Suzuki sold 51,000 CNG vehicles in 2012-13, an increase of 31.6% over the last fiscal
- 50 automation projects implemented in 2012-13 saved cumulative capital cost of ₹ 260 Million

Automation in weld shop operations



DIRECT AND INDIRECT IMPACT OF THE COMPANY

Maruti Suzuki has a large upstream and downstream value chain. Over 80% of the value of its products is generated at the suppliers' end. The Company has 279 suppliers, including 20 joint venture companies. In the reporting year, the Company continued its focus on localisation, giving impetus to local industrial growth and employment.

Financial Performance

Item	Unit	2010-11*	2011-12	2012-13**
Domestic Sales	Units	11,32,739	10,06,316	10,51,046
Export Sales	Units	1,38,266	1,27,379	1,20,388
Total	Units	12,71,005	11,33,695	11,71,434
Net Income	Units	3,71,272	3,64,139	4,44,003
Operating Cost	₹ Million	3,23,013	3,22,855	3,84,785
Employee Wages and Benefits	₹ Million	7,036	8,438	10,696
Shareholders' Fund	₹ Million	1,38,675	1,51,874	1,85,789
Dividend Paid	₹ Million	2,167	2,167	2,417
Contribution to the National Exchequer	₹ Million	71,343	62,275	85,178
CSR Spend	₹ Million	152	120.3	189.4***

Note: *Figures of 2010-11 are regrouped due to implementation of revised schedule VI as per Ministry of Corporate Affairs Guidelines.

The Company had created a dedicated localisation group in 2011-12 to increase localisation and reduce exposure to foreign exchange fluctuations. The Company has been able to localise 25% of vendor imports in the last two years. Critical child parts of diesel compressors, exhaust pipes and wire harnesses are some products that were localised in the last financial year, contributing ₹ 7,500 Million to the local economy and avoiding transportation of these parts from overseas.

The Company also changed its policy and provided financial support to vendors to promote localisation. The transparent payment system provides an option for early payments to suppliers with cash flow issues. The Tooling Policy has been redrafted for upfront payment to the suppliers. Maruti Suzuki has tied up with local banks for providing working capital advances to financially leveraged suppliers.

Expansion of the Company's sales and service network results in economic value creation and also generates employment. The Company has the highest network penetration in the country.

The Company undertakes infrastructure development projects on a pro bono basis under its CSR activities. In 2012-13, the Company spent ₹ 5.7 Million on infrastructure projects, largely in the village communities around its manufacturing units. The infrastructure projects included improvement of common community assets such as schools and panchayat ghars.

The Company's CSR activities also generate an indirect economic impact. For example, the Company initiated tailoring centres for women and computer centres for children, offered employment opportunities at these centres and provided training that can be used for income generation in the future. Similarly, the Company's driving training institutes - the IDTRs and Maruti Driving Schools - also provide employment to several people. The Company supports Industrial Training Institutes across the country with an objective to enhance employability.

For more details on the Company's CSR initiatives and their impact, please refer to page 74 of Social Performance.



IN THE REPORTING YEAR, DEALER

SALES NETWORK REACHED 1,204 OUTLETS

IN 874 CITIES AND ITS TOTAL SERVICE POINTS

EXPANDED TO 2,987 WORKSHOPS IN 1,430 CITIES.





^{***}Includes salary of staff directly working in CSR. Includes expenditure of ₹ 5.7 Million on infrastructure projects undertaken for public benefit.

CRISIL RATING

The Company was awarded the highest financial rating of AAA/Stability (long-term) and P1+ (short-term) on its bank facilities by CRISIL. The rating underscores its financial stability and strength with respect to timely fulfilment of its financial obligations.

EMPLOYEE REMUNERATION AND BENEFITS

The employee remuneration and benefits of the Company were ₹ 10,696 Million in 2012-13 as compared to ₹ 8,438 Million in 2011-12.

As a policy, the Company keeps wages of its permanent and contract employees above the standard entry-level minimum wages fixed by the State Government. There is no gender differentiation in the Company's wages.

The Company has the following benefit plans for its

- 1. Employees' gratuity fund
- 2. Leave encashment
- 3. Retirement allowance

The Company has a trust for Employee Provident Fund. The Company also offers its employees a VPF scheme.

FINANCIAL ASSISTANCE RECEIVED FROM **GOVERNMENT OF INDIA**

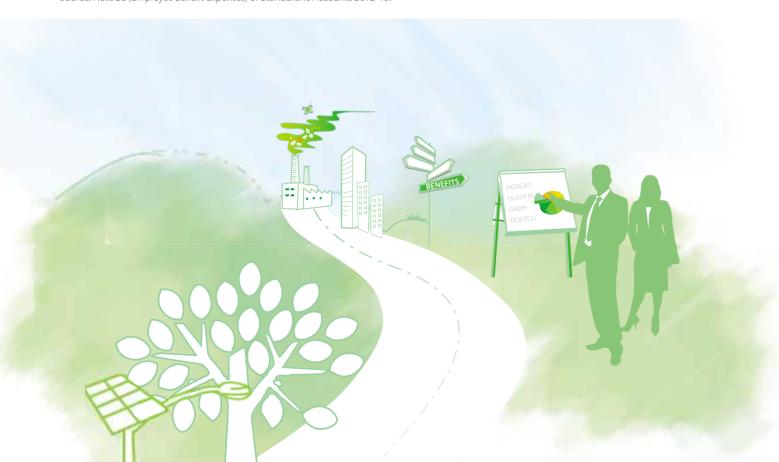
Maruti Suzuki did not receive any significant financial assistance from the Government of India in 2012-13.

Maruti Suzuki's contribution to Employee Benefit Plan obligation in 2012-13

(₹ Million)

	Leave Encashment / Compensated Absence	Employees' Gratuity Fund	Retirement Allowance	Provident Fund
Present value of obligation as on 31st March, 2013	1,274	1,126	44	6,009

Source: Note 28 (Employee Benefit Expenses) of Standalone Accounts 2012-13.



FINANCIAL IMPLICATIONS, RISKS AND **OPPORTUNITIES DUE TO CLIMATE CHANGE**

Climate change is a serious environmental concern. The Company sees climate change as an opportunity to further improve its vehicles in terms of their emissions, material use, and end of life scrapping.

Stepping up the pace

The Company is conscious that changes in global climate will affect its operations and long-term sustainability. In 2012-13, while the Company itself did not face any risk due to climate change, some of its overseas suppliers were affected due to natural calamities in 2012, like the Japan tsunami and the floods that followed shortly after. The Company undertook an extensive risk mapping exercise (please refer to page 15-16 of 'Risks and Opportunities') during the year and also continued its focus on localisation and second source development.

The Company continually attempts to improve its products in terms of fuel efficiency, material use and recyclability in order to mitigate climate change. It offers factory-fitted CNG vehicle options to its customers. CNG is a cleaner and more economical fuel. In the previous reporting year, the Company refreshed its Swift and DZire models, increasing their fuel efficiency. In the reporting year, the Alto 800 CNG was launched with the best-in-class fuel efficiency.

All the Company's models (except M800, Omni and Gypsy) are 'end of life compliant' and are therefore easier to scrap and recycle in an environment friendly manner.

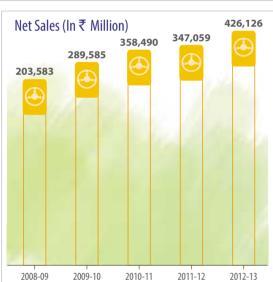
For new investments in facilities, an Environment Impact Assessment is carried out by an expert agency which covers base line data of ambient air, soil and water in a 10 kilometre radius. Projections are also made on the likely impact during construction phase and operations on air, water and soil.

Life Utility Vehicle Ertiga spreading cheer

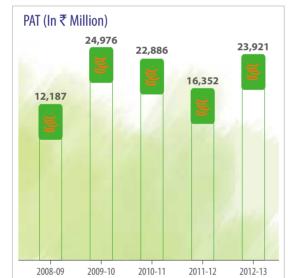


FINANCIAL PERFORMANCE AT A GLANCE

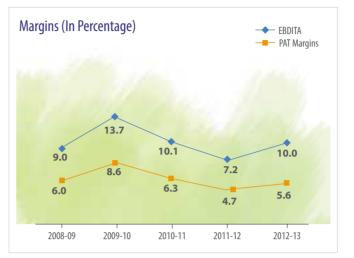




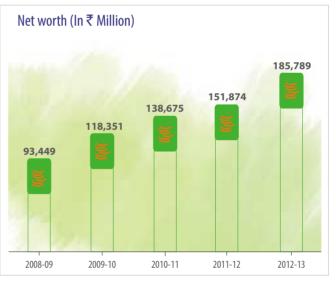


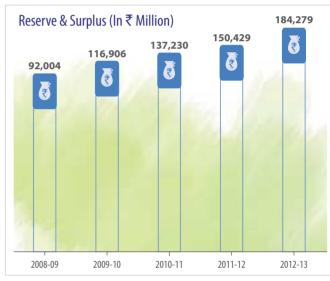












For more information on financial performance refer to Annual Report 2012-13 (http://www.marutisuzuki.com/annual-reports.aspx)

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Environmental Performance

Stepping up the pace

Sustainability Journey

ENVIRONMENTAL PERFORMANCE



Lighter, Shorter and Neater in its manufacturing facilities. The many big and small improvements undertaken in the manufacturing processes help in optimal utilisation of energy, water and material consumption.



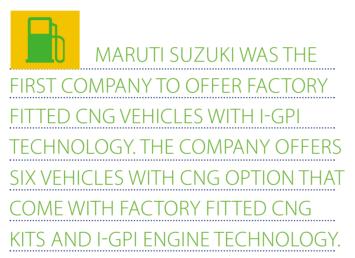
MANAGEMENT APPROACH

Maruti Suzuki is conscious of the environmental impacts of its manufacturing processes, products and supply chain operations and strives to minimise them. The Company tries to remain ahead of environmental regulations as for as possible. The Management reviews environmental performance of the Company in the monthly Business Review Meetings.

Maruti Suzuki follows SMC's basic philosophy of Smaller, Fewer, Lighter, Shorter and Neater in its manufacturing facilities. The many big and small improvements undertaken in the manufacturing processes help in optimal utilisation of energy, water and material consumption. The Company uses environment friendly natural gas at its captive power plants. The street lights at Gurgaon and Manesar plants run on solar energy. A 1 MW solar power plant will shortly be commissioned at Manesar. About 41% of the water requirement at the manufacturing sites is met through the recycled water. The per vehicle water and electricity consumption at both Manesar and Gurgaon facilities has been consistently coming down with persistent efforts. For

example, per vehicle electricity and water consumption at Manesar plant has come down by 36% and 56% respectively since 2007-08. The hazardous waste of the manufacturing processes is sent to cement industry for co-processing.

The fuel efficiency of existing and new models is regularly improved by light weighting, design improvements and introduction of better technologies. The Company made most of its vehicles OBD II compliant ahead of regulation.





CNG vehicles are gaining popularity amongst customers. Our engineers are working on developing hybrid and electric vehicles technologies along with Suzuki engineering team.

Stepping up the pace

The Company exports vehicles to European markets. These markets have stringent and more advanced environmental regulations. This prepares the Company to offer environment friendly technologies in the products sold in India. For example, Idle Stop Feature (ISS) technology, introduced in A-star export, meets stringent emission regulation requirements of Europe (e.g. Euro 5). This technology can be extended to vehicles in the local market as and when required.

SMC, Japan, is supporting Maruti Suzuki in strengthening R&D capabilities and in training engineers. SMC and Maruti Suzuki engineers work together on future products and technologies. The R&D test course being set up at Rohtak, Haryana, will further enhance vehicle testing capabilities of the Company and shorten the product development time.

The Company has voluntarily taken up the initiative to eliminate chemical substances of concern such as lead, cadmium, mercury, hexavalent chromium and asbestos. These substances are detrimental to the environment and human health. All Maruti Suzuki vehicles (except the M800, Omni and Gypsy) comply with European ELV norms.

The Company has registered two CDM projects with UNFCCC.

- Dispatch of export vehicles from Manesar to Mundra port by rail. This project was registered in 2011.
- Waste heat recovery from gas turbines by installing a steam turbine generator in Gurgaon. This project was registered in February 2013.

The Company believes that it has to go beyond its boundary and engage with business partners on sustainability issues. The Company is encouraging its tier-I suppliers to implement Environment Management System. The number of tier-I suppliers adopting ISO certification is increasing every year. The Company has recently developed a Green Procurement Guidelines for its suppliers. Similarly, the Company is working closely with its dealers to make service workshops environment friendly. The initiatives undertaken include automated oil management system, dry wash system and paint-less dent repair system.

MATERIALS

The major raw materials used in vehicle manufacturing are steel coils, ferrous and non-ferrous castings, paints and thinners. The Company sources a large number of finished components used in assembly operations from various suppliers.

Material used in manufacturing

Materials*	2010-11	2011-12	2012-13
Paint	7,029 MT	6,043 MT	6,381 MT
Steel Coils	226,237 MT	2,00,256 MT	2,10,595 MT
Ferrous Castings	22,692 MT	16,831 MT	27,765 MT
Non–Ferrous Castings	19,015 MT	15,507 MT	28,673 MT

*Product mix impacts material usage

In 2012-13, 2846 KL of Petrol, 2061 KL of Diesel, 47 Tonnes of LPG and 1153534 m³ of Natural Gas was put in the vehicles manufactured.

The material optimisation efforts start at vehicle design and development stage. The material usage is periodically reviewed at the manufacturing stage and various initiatives are undertaken to further reduce material use. Two main ways through which the Company reduces material usage is yield improvement in the press shop and the 'One Gram One Component' weight reduction initiative. The objective of the 'One Gram One Component' programme is to eliminate any material wastage in manufacturing. Besides, the scrap generated from press shop operations is sent to suppliers for manufacturing of child parts, thus maximising steel sheet utilisation. The suppliers send back these child parts to the Company for use in vehicle manufacturing. In 2012-13, 31,343 T of steel scrap were sent to suppliers for manufacturing of child parts.

ENERGY

The Company uses environment friendly natural gas for power generation at its captive power plants. A small amount of electricity is drawn from the power grid as well. The direct and indirect energy used in the facilities for various processes in 2012-13 was 5547411 GJ and 18673 GJ respectively.

The Company took several initiatives to conserve energy in the reporting year at its Gurgaon and Manesar facilities. These include:

1. ENERGY-EFFICIENT EOUIPMENTS

- a) Installation of energy-efficient pumping system for the reverse osmosis plant at Gurgaon
- b) Installation of energy-efficient motors, air washers and boilers in both Gurgaon and Manesar facilities



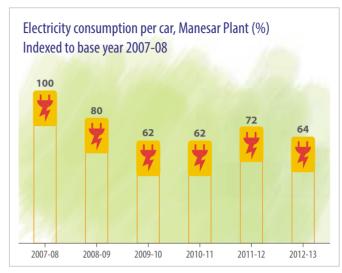
- c) Use of energy-efficient transformers for new shops
- d) Replacement of standard blades of cooling tower fans with aerodynamic energy-efficient fibre reinforced plastic (FRP) blades
- e) Replacement of conventional tube lights with energyefficient LED tube lights in vehicle assembly shops and Gurgaon plant



With the concerted efforts, the per car electricity consumption at the Gurgaon and Manesar plants has been reducing over the years. The charts below provide indexed figures of electricity consumption per car for the Gurgaon and Manesar facilities.



Note: Increase in per vehicle electricity consumption in 2012-13 was due to running of auxiliary equipment for running steam turbine generator



Note: Decrease in per vehicle electricity consumption in 2012-13 was due to higher number of vehicles produced because Manesar B line became fully functional.

2. PROCESS IMPROVEMENTS

- a) Use of inlet steam injection system in gas turbines to improve performance of turbine
- b) Voltage reduction in electro deposition process in Gurgaon plant
- c) Resizing of motor and pump ratings as per process requirement in shops
- d) Voltage reduction in shops for lighting
- e) Reduction in start-up time of shops by sequential operation as per process requirement
- f) Modified compressed air system for improvement in power consumption
- g) Improvement in efficiency of air washers by replacing spray zone with celdec media
- h) Improvement in natural lighting systems in shops
- i) Waste heat recovery from gas turbines by installing a steam turbine generator in Gurgaon facility; this initiative was registered in February 2013 as CDM projects with UNFCCC

WATER

Water conservation is an integral part of the Environment Management System at Maruti Suzuki. The Company uses canal water for majority of its manufacturing processes and this helps in conserving ground water. The Company has gradually reduced consumption of tubewell water.

The total water used (by source) for Gurgaon and Manesar is given in the following table:

Sources of water

Source	2010-11	2011-12	2012-13
Canal water	13,65,704 m3	14,95,754 m3	19,67,786 m3
Tubewell water	5,35,734 m3	3,05,018 m3	23,207 m3
Rain water	8,335 m3	550 m3	1,800 m3
Total	19,09,773 m3	18,01,322 m3	19,92,793 m3



A TOTAL OF 1,36,11,026 m3

OF WATER WAS RECYCLED AND

REUSED IN 2012-13, ACCOUNTING

FOR 41% OF THE TOTAL WATER

REQUIREMENT OF BOTH THE PLANTS.

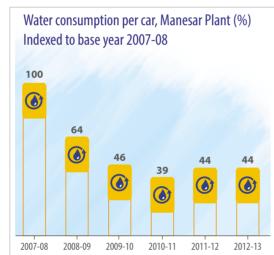
Water conservation initiatives undertaken by the Company in the reporting year included upgradation of the RO system from two stage to three stage for reduction in fresh water consumption.

The Company has been able to reduce its per car water consumption in Gurgaon and Manesar over the years. The charts on the next page provide indexed figures on water consumption per car for the Gurgaon and Manesar plants over the years.



Note: Increase in per vehicle water consumption in 2012-13 was due to the new steam turbine.





Note: Decrease in per vehicle water consumption in 2012-13 was due to higher number of vehicles produced because Manesar B line became fully functional.

Water lagoons at Gurgaon facility

BIODIVERSITY

The Company does not operate in a region of biodiversity; therefore, its operations do not impact biodiversity.

EMISSIONS, EFFLUENTS AND WASTE GREENHOUSE GAS EMISSIONS

The major source of GHG emissions in case of Maruti Suzuki is the combustion of fuel for power generation and process

requirements, accounting for over 90% of the total GHG emissions of the Company.

The total GHG of both plants was 316314 Tonnes (CO2) for 2013. GHG reporting has been done as per the Scope 1 and 2 of the IPCC 2006 Guidelines for National Green House Gas Inventories.

Initiatives undertaken to reduce emissions in the reporting year include:

- 1. Utilisation of steam turbine in Gurgaon plant
- 2. All initiatives for energy reduction also helped in reducing CO₂ emissions

Maruti Suzuki has taken various steps like introduction of high solid paints and recovery of used thinner to reduce VOC emissions. The VOC emissions are within the norm limits.

ENVIRONMENT FRIENDLY REFRIGERANTS

Air conditioning is limited to offices and to a few facilities where it is essential. All manufacturing facilities are cooled by air washers; therefore, the use of refrigerants by the Company at its manufacturing facilities is not significant.

The Company fills environment friendly refrigerant gas R134a in the vehicles it produces. The refrigerant gas is filled into the vehicles with advanced dispensing machines having automatic selection of vehicle type and filling quantity to avoid any leakage at the time of filling.

AMBIENT AIR EMISSION

The quality of ambient air and stack emission parameters (SOx, NOx, SPM etc.) are monitored by a government approved external agency at regular intervals. The monitored values are well within the prescribed limits of the Pollution Control Board.

WATER DISCHARGE

The Company has achieved zero waste water discharge status (outside factory premises) since 2003-04 at its Gurgaon facility and since 2006-07at its Manesar facility. The Company used 4, 67,727 m3 of treated effluent water, that met the necessary quality standards, for horticulture within its plant boundaries.

SOLID WASTE

Wastes are classified as hazardous, recyclable and incinerable. At Maruti Suzuki, the hazardous wastes produced as a byproduct of manufacturing include paint sludge, phosphate sludge, effluent treatment plant (ETP) sludge, incinerator ash and used oil. The used oil is sold to authorised recyclers.

Maruti Suzuki has been sending paint sludge, phosphate sludge and ETP sludge to the cement industry for coprocessing since 2010-11. This has reduced the need for incineration and land filling.

The saleable solid wastes such as metal scrap and glass waste are sold to recyclers and reusers. All e-waste is disposed off

through authorised recyclers. The hazardous waste generated, used oil and the waste sent to the cement industry during the reporting years is given in the following table.

Hazardous waste

Waste	2010-11	2011-12	2012-13
Hazardous waste	4,943 T	4227 T	4264 T
Used oil	474 KL	406 KL	380 KL
Hazardous waste sent to cement industry for co- processing	6,447 T	5,663T	6,133 T

The Company sent 6,133 T of hazardous waste to the cement industry for co-processing in 2012-13. The waste sent to the cement industry in 2012-13 is more than the waste generated, as the existing landfill is being gradually emptied out.

SPILLAGE

There was no significant spillage inside the plants as secondary containments were provided wherever there was a possibility of spillage.

PRODUCTS AND SERVICES PRODUCTS

Maruti Suzuki strives to design and develop products that are fuel-efficient, emit-less emission and can be disposed off in the most environment friendly manner.



MARUTI SUZUKI FILED 25

PATENT APPLICATIONS, 8 INDUSTRIAL DESIGNS AND 11 PUBLISHED APPLICATIONS IN VARIOUS DOMAINS IN 2012-13. THE TOTAL FIGURE OF PATENT APPLICATIONS, EXCLUDING

DESIGNS, CROSSED 100.

FUEL EFFICIENCY IMPROVEMENT

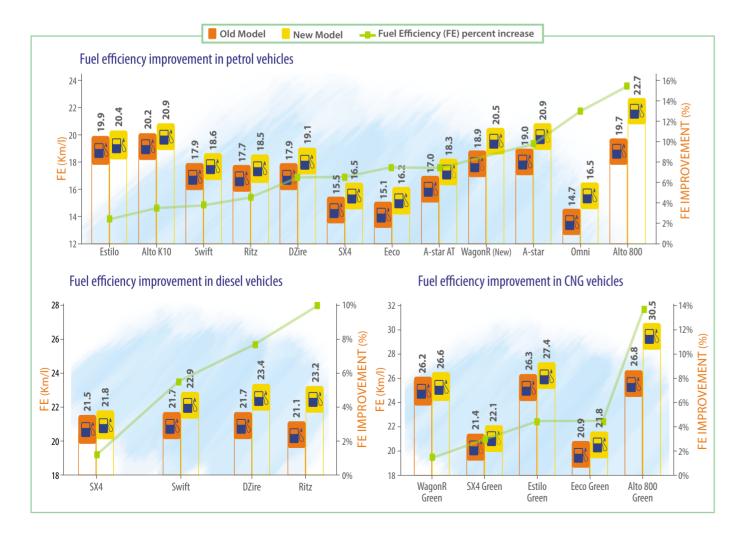
Maruti Suzuki is undertaking various initiatives to improve fuel efficiency of its existing and new models. Improvement in fuel efficiency benefits the environment in terms of reduced CO₂ emission and the customers in terms of low cost of running vehicle, besides contributing to the energy security of the country. Maruti Suzuki is part of SIAM initiative to support the government in drafting fuel efficiency standards for passenger vehicles in India.

The various initiatives undertaken for improving fuel efficiency include:

- New CNG fuel injectors designed and introduced in the Alto 800 and the WagonR have improved the fuel efficiency of these models significantly.
- A new and unique plastic fuel rail designed and introduced in the Alto 800 has resulted in significant weight reduction and fuel efficiency improvement.

- Single Variable Valve Timing (SVVT) technology introduced in the new Ritz, led to improvement in the fuel economy and emissions reduction
- Developed i-GPI technology for alternative fuel models with the unique feature to monitor all OBD - II related parameters while running in alternative fuel mode.
- The environment friendly K-series engine with WT technology launched in the Ertiga, the Swift and the DZire. VVT allows the lift, duration or timing (in various combinations) of the intake valves to be changed while the engine is in operation, thereby ensuring that there is never shortage or excess of power. This technology has resulted in significant reduction of emissions and fuel economy improvement.

The fuel efficiency improvement of petrol, diesel and CNG vehicles is shown in the following charts:



CO, EMISSION REDUCTION

CO₂ emission reduction is one of the key focus areas for the R&D engineer of the Company. Maruti Suzuki has successfully reduced CO₂ emission by over 8% through fuel efficiency improvement, reduction of exhaust emissions and development of alternative fuel products over the last seven years.

Weighted average CO_2 percentage improvement for entire fleet with respect to the base year 2005-06.



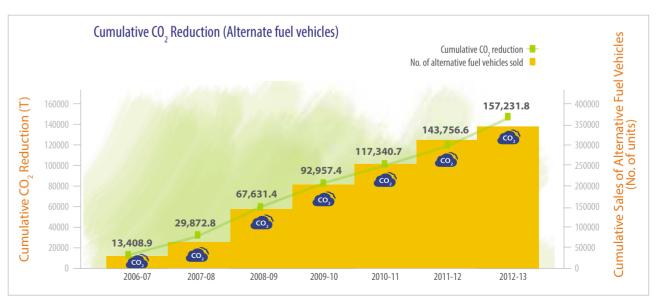
Initiatives taken by Maruti Suzuki to reduce CO, emissions:

- Modification of exhaust system and addition of catalyst oxygen sensor
- Introduction of higher accuracy CAM and crank sensor which help ECU in monitoring engine state for any misfire that affects engine stability
- Modification in ECU wherein new programmes have been introduced and ECU has been equipped with high memory and high speed
- Calibration and testing to ensure proper functioning of system

ALTERNATE FUEL VEHICLES

Maruti Suzuki was the first company in India to introduce factory fitted CNG vehicles. The Company developed a new Intelligent Gas Port Injection (i-GPI) technology that promotes uniform and complete combustion of fuel in the combustion chamber of its CNG bi-fuel vehicles. This technology results in lower emission without compromising on vehicle power and performance. In 2012-13, the Ertiga was also launched in the CNG version.

Maruti Suzuki has been working on development of alternative fuel models since 2000, and efforts were intensified from 2006 onwards. The Company's bi-fuel variants with i-GPI CNG engine technology have an average of 20% less CO_2 emissions compared to their petrol variants. The CO_2 offset due to sale of alternate fuel vehicles is depicted in the chart below.





new generation cable type gear shifting, Detent Pin Technology (DPT),
Diagonal Shift Assist (DSA) improved gear shifting effort by 37%.

Technological advancements like

Weight reduction: Major changes in intake system and crank system for weight reduction: Light weight & low skirt piston, light weight con od & crankshaft. Selective use of high tensile material for lighter weld body. New and unique plastic fuel rail designed and introduced.

Anti corrosion performance enhanced through selective usage of galvanised steel material.

Driver airbag for customer safety in higher variant.

Torsional rigidity improvement for superior ride and handling.

New CNG fuel injectors: designed and introduced in the Alto 800 CNG resulted in weight reduction. Due to more precise flow rates, CO₂ emissions have also been reduced significantly.

K-Series, 1,373 cc VVT (K14B) engine. The diesel variant is powered by the 1,248 cc DDiS VGT engine. K14 petrol engine: Light, compact & fuel efficient. High tensile steel: for rigidity and strength and ERTIGA at the same time helps to reduce overall body weight without compromising safety. Extensive use of NVH material for low NVH levels. Excellent seating layout, giving comfortable space. Ertiga has been equipped with versatile folding seat configuration which offers different combinations of passenger and luggage arrangement. Rear air conditioning enhances comfort in the second and third row seats. By using sound-absorbing silencers and other high-performance acoustic parts, the Ertiga's cabin achieved a high level of comfort and guietness for its occupants. Advanced CAE tools were used to optimise its body A long exhaust system fitted with structure, enhancing rigidity and suppressing vibration and noise. an advanced muffler significantly reduces engine exhaust noise.

The petrol vehicle is powered by the all new powerful

Best in-class fuel efficiency: 20.77 km per litre for diesel and 16.02 km per litre for petrol.



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Environmental Performance

Stepping up the pace

SERVICE WORKSHOPS

Maruti Suzuki has also been working with its dealers for improving the environmental performance of its service stations. The Company has an elaborate network of service stations across the country to service a large volume of cars. The initiatives undertaken to make service workshops environment friendly include.

- Automated oil management system: This system helps in minimising oil spillage in the workshops and reduces the time and effort required to issue the oil, improving the overall productivity of the workshops. It provides control and monitoring of oil quantities so that wastage can be identified and minimized.
- Paint-less dent repair system: This system has been introduced in workshops for repairing minor dents without stripping the paint, leading to an environment-friendly, faster and cost-effective way of repairing dents.
- Automatic car washing system: Washing quality plays
 a critical role in customer satisfaction. The Company has
 brought in automation by equipping workshops with
 automatic car washing systems, leading to better and faster
 washing of vehicles with 20% lower consumption of water.
- **Dry wash system:** In this system, the final water wash process has been replaced with cleaning by special wash solutions. Dry wash systems have helped in reducing washing time, improving the final wash quality and reducing water consumption by around 50 Million litres per annum across the Maruti Suzuki service network.
- Workshop personnel using a tablet for job order forms



• Reduction in paper consumption in service operations:

- Workshop personnel now use tablets to interact with customers with regard to job repair order forms. Job cards are now opened in the Dealer Management System that is integrated with the tablet software.
- o Feedback on customer experience of the services availed at the workshops is frequently collected through feedback cards. The Company focused on capturing this feedback through telephonic surveys and e-feedback to reduce the use of physical feedback cards.
- o Maruti Suzuki has developed a CD-ROM of the service manuals for the service network. Service manuals of all old, discontinued models have been converted into CD-ROMs. For new models both options are available. Going forward, the Company is planning only CD-ROM based service manuals for the service workshops to save paper.

Green Workshop Initiative

No. of workshops covered as on 31st March, 2013
542
292
181
204
275

PACKAGING

Maruti Suzuki products don't require packaging, only vehicle seats are covered to avoid them from getting dirty at the time of transportation from the factory to the dealerships. However, suppliers supply components to the Company in proper packaging to avoid damage to the components during transportations. The endeavour of the Company is to eliminate use of packaging material by suppliers or use recyclable packaging as far as possible.

The parts of all new models come from suppliers with 100% recyclable packaging. The Company also works to reduce non recyclable packaging waste in the existing models. Around 23 tonnes of polythene and 300 kg of carton boxes were recycled from the packaging of components in 2012-13. The

supply of batteries was started in trolleys in the reporting year. This has resulted in reduction of human effort in loading and unloading of batteries as well truck turnaround time.

COMPLIANCE

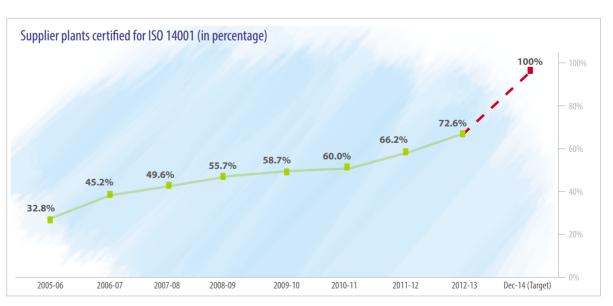
No monetary fines were levied on the Company by the environment regulatory authorities in 2012-13.

TRANSPORT

Maruti Suzuki sources over 86% parts by value from within a 100 km radius of its facilities. The Company does its best to reduce emissions due to material transportation. The initiatives undertaken by the Company to minimise environmental impacts of its supply chain initiatives include:

- All supply vehicles coming into the premises have a 'Pollution Under Control' Certificate and defaulters are penalised.
- The Central Steel Purchasing Cell of Maruti Suzuki imports steel on behalf of the supplier. This consolidation has reduced the movement of material.
- In 2012-13, the Company started component export to other Suzuki facilities in Thailand and Indonesia. The inland movement from the Maruti Suzuki facility to the port is planned via rail. Similarly, the inbound transportation of kits from the port to the Maruti Suzuki facility is slowly being transferred from road to rail. Currently, 30% of inbound kits enter through the rail route.
- The third party milk run system for Faridabad base supplies

- has entered its third year of operation, resulting in a 29% reduction in trips; it has been taken to the next phase by adding more supplier locations.
- Maruti Suzuki encourages its tier-I suppliers to get ISO
 14001 certification. This is intended to create environmental
 awareness amongst them. As of 31st March 2013, 72.6% of
 the suppliers were ISO 14001 compliant and the target is
 to have all tier-I suppliers ISO 14001 certified by December
 2014. To achieve the target, training programmes were
 organised for all ISO 14001 non-complaint suppliers. In
 2012-13, eight training programmes were conducted and
 attended by 50 suppliers. During these training programmes,
 the basic EMS structure was explained and commitment
 obtained from the suppliers to try for the certification.
- The Company has developed Green Procurement Guidelines for the suppliers, which were rolled out in early 2013-14.
- Vendor rating is an effective tool for improving vendor performance on various parameters. Sustainability parameters like ISO 14001 compliance and safety have been introduced in Maruti Suzuki's vendor rating system since the last two years.
- Maruti Suzuki works on waste elimination projects with its suppliers through the Maruti Production System (MPS) programmes. Energy saving projects are a big focus area in MPS. In 2012-13, 387 *kaizens* were completed, of which 47 related to energy saving.



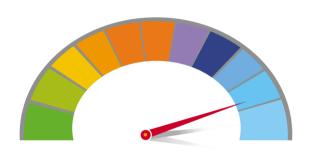
Environmental performance

Environmental Dimensions	Key Areas	Targets 2012-13	Achievement 2012-13	Target 2013-14
	CO ₂ emission	 1 MW solar plant at Manesar Extensive tree plantation at upcoming Rohtak facility 	 1 MW solar plant at Manesar in progress Tree plantation in community: over 1500 Tree plantation in facilities: 22,000 	1 MW solar plant at Manesar to be completed Tree plantation activities to continue
Green Manufacturing	Reduction of landfill waste	Continue co- processing hazardous waste to eliminate the need for landfills	6133 T hazardous waste co-processed	Continue co-processing hazardous waste to eliminate the need for landfills
	Reduction of ground water consumption	Continue efforts to reduce, recycle and reuse water to conserve it	• 1800 m3 of rain water harvested. 13,611,026 m3 of water recycled and reused	Continue efforts to reduce, recycle and reuse water to conserve it
Products	Improvement in fuel efficiency	 To further improve fuel efficiency of vehicles Development work to introduce diesel/ CNG variants for CO₂ reduction, improvement in fuel efficiency 	Fuel efficiency was improved by 2% to 15% in petrol models and 2% to 10% in diesel models Ertiga CNG variant launched Fuel efficiency of existing CNG models was improved by 2% to 14%	 Continue improvement of fuel efficiency of existing models and develop new fuel efficient models To introduce new diesel/ CNG variants for CO₂ reduction To reduce environmental burden by developing and enhancing alternative fuel technologies and improving the penetration of alternative fuel vehicles
	Development of ELV compliant products	All future Maruti Suzuki models to be ELV compliant	Alto 800 and Ertiga launched in the year were ELV compliant	All future Maruti Suzuki models to be ELV compliant
	Development of alternative fuel vehicles	Continue benchmarking, testing and evaluation of HEV/ EV technologies to further understand India's requirements	Projects for advanced technologies in hybrid and electric vehicle integration and addition of new features were taken up to enhance capability in various fields and develop new technologies for future readiness	Continue benchmarking, testing and evaluation of HEV/EV technologies to further understand India's requirements

Environmental performance

Environmental Dimensions	Key Areas	Targets 2012-13	Achievement 2012-13	Target 2013-14
	Adherence to emission norms	Continue development work for adherence to OBD - II norms	All existing and new models except Gypsy were made OBD - Il compliant well ahead of the requisite time of implementation, i.e. April 2013	All future Maruti Suzuki models to be OBD - II compliant as per new regulation
	Facilitation of EMS Implementation at suppliers' end	All tier-1 suppliers to be certified to ISO 14001	72.6% tier-1 suppliers certified to ISO 14001	85% tier-1 suppliers to be certified by March 2014. 100% tier-1 suppliers to be certified by December 2014
Supply Chain	Reduction of packaging	Continue efforts to reduce packaging	Around 23 tonnes of polythene and 300 kg of carton boxes were removed from packing	• 30 tonnes of polythene to be removed
	material	materials used by suppliers	wastes of regular components • Supply of batteries in trolleys commenced	All batteries to be supplied in trolleys/pallets

SOCIAL **PERFORMANCE**



Maruti Suzuki's social performance addresses concerns of internal and external stakeholders. The Company's CSR focuses on programmes for the benefit of the larger society, such as safe driving training, skill training and community development activities.



LABOUR PRACTICES AND DECENT WORK

MANAGEMENT APPROACH

Maruti Suzuki provides a conducive work environment for employees to realise their potential and contribute to the growth of the Company. One of the key strengths of Maruti Suzuki that has enabled it to sustain market leadership position in the last three decades is its People Power. The strong commitment of employees helps the company overcome challenging situations and emerge stronger.

Maruti Suzuki strongly believes in a culture of equality and openness. All employees, irrespective of their level in the organisation, wear the same uniform, eat in a common canteen, and are entitled to similar medical entitlements. The Company has an open office culture with no cubicles or chambers and employees are encouraged to approach seniors and give candid feedback and suggestions. The open office culture ensures transparency, speedy communication and fosters a boundary-less organisation.

The Company has created a strong HR organisation structure. The central HR team is supported by decentralised HR teams for specific functions such as Supply Chain, Marketing and Sales, Manufacturing and Engineering. A decentralised HR helps in addressing function-specific HR matters speedily. The management reviews HR related parameters such as attendance, training, safety, attrition, IR issues in the monthly Business Review Meeting (BRM). In addition, the Chairman and the Managing Director of the Company review people-related strategies, projects, initiatives and feedback every month.

The Company has put in place various communication and feedback seeking forums. Employee engagement and dipstick surveys are carried out every alternate year and the outcome is shared with the Management. The Company reviews and revises HR policies and people strategy on the

basis of feedback received in various communication forums and on the basis of bench-marked data of best practices industry-wide. All HR policies are communicated to new employees at the time of induction. These are also available on the Company portal. Special communication sessions are organised whenever there is a major change in any policy.

The Company strives for healthy industrial relations at its own facilities and in the entire value chain. While IR situation remained healthy at the Gurgaon plant, an unfortunate incident occurred at the Manesar plant on 18th July, 2012 when a section of workers indulged in violence. This incident claimed the life of the General Manager (HR) of the plant. About 100 employees were injured and hospitalised.

The Company took several measures to improve security of people at its facilities. The Manesar plant was started post the incident only after ensuring safety and security of employees. The local community, administration, state government, suppliers and dealers supported the Company in this crisis. The employees responded positively and helped bring back plant operations speedily. The Company reviewed the issues and took concrete steps to create a positive work environment.

Maruti Suzuki provides its employees opportunities to learn new skills for professional growth and advancements. An annual training calendar is developed each year based on the outcome of the training needs assessment exercise. Apart from basic trainings, enhancement of functional skill is done through OJT (on the job training) at SMC by involving the engineers on live projects. In 2012-13, the Company set up Maruti Suzuki Training Academy (MSTA) at its Gurgaon plant.

The Company ensures that there is no discrimination against any employee on grounds of race, colour, religion, caste, gender, age, marital status, disability, nationality or any other factor under applicable laws and contemporary practices at the work place. Recruitment, placement, promotion, transfer, compensation, training and other benefits are based on the merit and competency of the individual and the business needs of the Company.

Occupational health and safety is of vital importance for the Company. A structured occupational health and management system is in place. The Company attained the OHSAS 18001 certification in 2011-12 and has developed a robust safety culture across the organisation. Maruti Suzuki is a zero accident fatality company for the last three year in a row.

EMPLOYMENT

Maruti Suzuki has been consistently adding manpower across levels to meet its strategic objectives. The Company draws a large workforce with various qualifications, skill sets and capabilities to meet its wide range of manpower requirements. For the Company, 'local' denotes India operations.

Manpower Break-up as on 31st March, 2013

Ma	anpower category	2010-11	2011-12	2012-13	Percentage of Total Manpower for 2012-13
1	Regular manpower				
а	Assistant supervisor and above	3759	4178	4648	
b	Associates/ technicians	2991	3098	3029	
С	Trainees	1812	1872	1744	
	Total regular manpower	8560	9148	9421	49.82%
2	Apprentices	799	625	936	4.95%
3	Contractual/ temporary workers	7909	9081	8554	45.23%
	Total Manpower	17268	18854	18911	100%

Level wise gender breakup of regular manpower

Ma	anpower category	Female	Male	2012-13
	Regular manpower			
1	Associates/technicians	20	3009	3029
2	Assistant supervisor and above	232	4389	4621
3	Trainees	78	1693	1771
	Total regular manpower	330	9091	9421

Percentage of female employees in regular manpower

	2010-11	2011-12	2012-13
Total regular manpower	8560	9148	9421
Male	8304	8874	9091
Female	256	274	330
Percentage of female employee	2.99%	2.99%	3.5%

Attrition in regular manpower

			_				
Gender	Category	Upto	30-50	51 years	Total	Manpower as	Attrition
		30	years	& above		on 31st March	percentage*
		years	-			2013	
Female	Associate	0	0	0	0	20	0.00%
	Assistant	19	2	0	21	232	0.23%
	supervisor						
	and above						
	Trainee	0	0	0	0	78	0.00%
	Sub total	19	2	0	21	330	0.23%
Male	Associate	5	2	0	7	3009	0.07%
	Assistant	214	108	1	323	4389	3.50%
	supervisor						
	and above						
	Trainee	35	1	0	36	1693	0.39%
	Sub total	254	111	1	366	9091	3.97%
Grand To	otal	273	113	1	387	9421	4.20%
Other se	paration	613	18	35	666	-	-
(death re	etirement						
terminat	ion)						

^{*} Attrition percentage is calculated on average manpower for the year. In 2012-13 average manpower was 9223

New hires by level, gender and age

Gender	Category	Upto 30 years	30-50 years	Above 50 years	Total
Male	Assistant supervisor and above	175	73	8	256
	Associates/ technicians	1	1	0	2
	Trainees	914	41	0	955
Total		1090	115	8	1213
Female	Assistant supervisor and above	11	3	0	14
	Associates/ technicians	0	0	0	0
	Trainees	65	0	0	65
Total		76	3	0	79
Grand Total		1166	118	8	1292

Resignation in new hires in 2012-13

Category	Female	Male	Total	
New Employees Hired	79	1213	1292	
New Employee	0	0		
Resignations in 2012-13	0	0		
Rate of New Employee	0%	0.66%	0.62%	
Attrition	0%	0.00%	0.02%	



BENEFITS PROVIDED TO EMPLOYEES

Other than wages, the Company provides several benefits to its regular and contractual employees. All regular employees get meals at subsidised rates and contractual employees are provided a meal free of cost. The medical centre within the factory premises is equipped with qualified doctors and modern facilities and caters to all employees, including contract employees. All contractual workers are provided with personal protective equipment and health check-ups are carried out for them depending upon the nature of their work

Regular employees (with dependent children and parents) are covered under MSIL hospitalisation policy, whereas contractual employees are covered under Government's ESIC scheme.

RETURN TO WORK AND RETENTION AFTER PARENTAL LEAVE

Maruti Suzuki has a Maternity Leave Policy for its employees. The policy entitles female employees to benefits under the Maternity Benefit Act, 1961. The Company doesn't provide paternity leave to male employees. The maternity benefits provided by Maruti Suzuki to its female employees are better than those provided under the Act.

Maternity leave and return to work

	Number of employees		
	2011-12	2012-13	
Employees on maternity leave	13	22	
Returned to work after maternity leave	11	20	
Employment continued 12 months after return to work	11	20	

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

The Company has internal and independent labour unions at its plants. All major policy changes affecting workers are discussed with union representatives and their suggestions incorporated after being examined for feasibility as per statutory requirements. All such changes are communicated to the workers directly and through union representatives. All associates / regular workmen are covered under collective bargaining.

The certified standing order with regard to the minimum notice period for operational changes is followed.

OCCUPATIONAL HEALTH AND SAFETY

Maruti Suzuki is committed to the health and safety of its employees. The Company has a structured Occupational Health and Safety Management System. A detailed Hazard Identification and Risk Assessment (HIRA) exercise is carried out for each area and safety related targets are set accordingly for each department.

OCCUPATIONAL HEALTH

The Company has an Occupational Health Centre that provides 24X7 services and is run by full-time qualified doctors and supported by paramedical staff. The focus of the Centre is prevention of diseases. With prevention as a priority, pre-employment and annual medical check-ups (for employees over 40 years) are conducted routinely. Medical surveillance is conducted in hazardous areas periodically for early detection of disease.

The Chief Medical Officer issues advisories and informational e-mails on a regular basis to all employees. Interactive health awareness sessions by doctors from reputed hospitals are arranged for employees all round the year. In the reporting year, such sessions were held on significant international occasions like World Health, Heart, Diabetes and Cancer Days. Company-wide advisories were circulated for prevention of prevalent seasonal diseases. Health camps are organised in residential colonies to benefit employees' family members and surrounding residents. Twenty seven such camps and talks were arranged in 2012-13. Free, speciality cardiac, thyroid and vaccination clinics were organised every month throughout the year. No significant occupational disease was reported to the Health Centres in 2012-13.

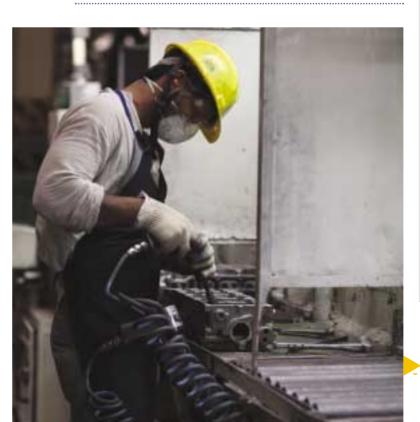
As part of Corporate Social Responsibility, the Company conducted large-scale awareness programme on Dengue and Malaria in four villages near its facilities in Gurgaon and Manesar. This was extended to colonies where the Company's workers reside. The programme was run in close coordination with the Government Health Department. Multiple communication channels, such as street plays, door-to-door visits and distribution of pamphlets, were used. Besides, fogging and spraying of larvacide were also undertaken.

OCCUPATIONAL SAFETY

The Company has a dedicated Safety and Welfare Department responsible for occupational safety at each plant. The Safety and Welfare Department ensures work place safety, undertakes awareness and training programmes and executes a safety activity plan that is rolled out each month. The Central Safety Leadership Council comprises top management from all business verticals and reviews safety performance of the Company on a quarterly basis. In each business vertical, a Business Vertical Safety Leadership Committee has been established. There is also a plant-wise Central Safety Committee at Gurgaon and Manesar plants that has equal representation of workers and Management.

THE COMPANY HAS

DEDICATED SAFETY COORDINATORS
IN EACH DEPARTMENT WHO ARE
CHAMPIONS OF OCCUPATIONAL
SAFETY. THERE ARE A TOTAL OF 120
SAFETY COORDINATORS.



The Company has also instituted a system of safety coordinators for contractors. Monthly meets are held with safety coordinators of contractors on occupational safety.

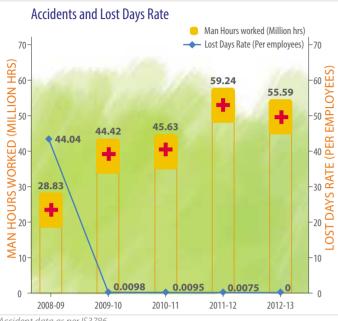
The Company has an online reporting system called Work Safe Online. Through the system, incident and first aid data are captured, along with investigation analyses and counter-measures to be taken to avoid similar incidents in the future. The Occupational Health and Safety Management System is used to manage risks, comply with legal and other obligations, establish targets and review mechanisms, provide appropriate training and information, ensure meaningful and effective consultation, and communicate effectively to promote a culture of safety.

The Company has a decentralised system of analysing first aid injuries treated within the department by trained in-house first aid personnel available in the shop. The Company has an Occupational Health and Safety Policy and is OHSAS 18001 certified. Safety performance is reviewed by top management in the monthly Business Review Meetings.

There were no fatalities within the Company's boundary in the last three years.



A worker wearing personal protective equipment



Accident data as per IS3786

The Safety, Health and Environment (SHE) conditions have been made a part of the Company's contract document for main contractors and sub contractors. It provides standard guidelines for contractors while undertaking work at Maruti Suzuki. Work permit system, site inspection and regular feedback are integral to the implementation of the contract. Every contractor submits a SHE Performance Report on a periodical basis as part of a self-assessment exercise to ensure compliance with the SHE Conditions of Contract. Training and awareness sessions are held on various subjects, such as basic fire and safety, first aid and use of PPE to build capacity and upgrade the knowledge of the contractors. Contractor supervisors are recognised for their safety performance on a regular basis.

The Company started authorisation training for specific jobs in the reporting year. It is mandatory to undergo this training before the person is authorised to work within the factory premises in specific areas. During the year, authorisation training was held for operating cranes and forklifts. This will be extended to working at heights, welding and electrical safety.

Safety Month is observed starting from 4th March every year, to bring safety consciousness among employees. The Managing Director kicks off Safety Month activities by taking the safety oath. Employees also take the oath and participate in poster/slogan competitions and safety training workshops.

TRAINING AND EDUCATION **EMPLOYEE TRAINING**

Maruti Suzuki considers employees as its most valuable capital and understands that the prosperity and well-being of the Company are aligned with that of its employees. The Company provides extensive learning opportunities through well-designed and customised training programmes that are rolled out throughout the year.

In 2012-13, the Company achieved 5.15 training man-days per employee as against the annual target of 5.0 training mandays per employee.

Category-wise training achievement

Category	Training Achievement (Man-days per employee)
Executives and above	7.27
Supervisors	4.30
Associates	2.60
Overall	5.15

Employees are also sent abroad on AOTS and OVTA training to further improve their job-specific skills. They are also sent to SMC, Japan, to work on live projects and to learn from experienced SMC engineers. SMC is assisting Maruti Suzuki in a concerted way in establishing R&D facilities and developing the skills of the R&D engineers.

The Maruti Suzuki Training Academy was started in December 2012. The objective was to establish an academy of excellence to meet specific business needs and capability development of all employees of Maruti Suzuki, Suzuki group of companies, dealers and suppliers. Using Virtual Classroom Technology technical training is imparted to various Regional Offices, Regional Training Centres, Area Offices throughout India via a two-way satellite communication. Technical and behavioural training will be imparted across Maruti Suzuki operations in India from this Academy.

Some other initiatives undertaken by the Company for skill and capability development of employees and to meet their aspirations are:

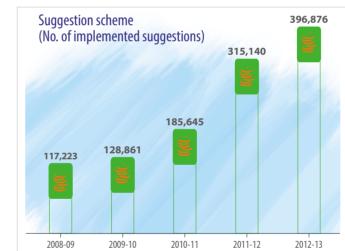
- Employee Induction and Orientation for all new recruits.
- Higher Education Scheme for employees, especially young managers. The scheme includes full-time executive MBA and part-time MBA programmes.
- Reward and Recognition policy is driven by individual performance. Eligibility is based on remarkable performance during defined time intervals.

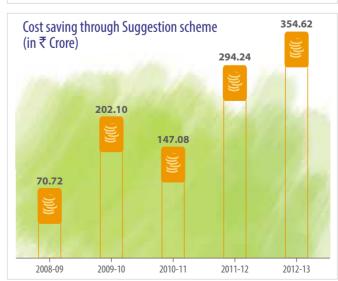
To inculcate team spirit and promote recreational activities, sports activities and outbound training programmes are organised at regular intervals. Evening yoga classes are organised every day in the factory premises.

At Maruti Suzuki, the absentee rate for employees is low and overall attendance in 2012-13 was over 85%. The Company observes two maintenance shutdowns during the year; these were to facilitate, among others, work-life balance for the employees.

SUGGESTIONS SCHEME

The Company has a robust Suggestions Scheme that empowers employees to drive change and promote continuous improvement. Each year, the Suggestions Scheme creates a large number of process and practice improvements and also results in cost savings. Employees are suitably recognised and rewarded for their contribution in the suggestion scheme. In 2012-13, 396,876 suggestions were generated, leading to a savings of ₹ 354.62 Crore.





MANAGING CAREER ENDING

The Maruti Centre for Excellence (MACE) was formed in 2004 in collaboration with 21 suppliers. The activities of MACE include providing training, support and consultancy to tier-I and tier-II suppliers and the sales network to help them achieve worldclass standards in quality, cost, service and technology. MACE staff mostly comprises retired Maruti Suzuki employees who have the relevant technical experience.

A list of all employees nearing retirement is circulated amongst the JVs of the Company to explore the possibility of their re-deployment at the joint ventures / group companies.

PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

Promotions and revisions in salary and remuneration are based on performance assessment and merit of the individual. For managerial cadre, Maruti Suzuki provides three types of career growth opportunities: fast track, normal track and extended track growth.

All regular employees, except those on sabbatical, education leave or long leave, undergo a mid-year and annual appraisal.

DIVERSITY, EQUAL OPPORTUNITY AND EQUAL REMUNERATION FOR WOMEN AND MEN

All appointments are made on the basis of the Company's need, vacancies and merit of individuals, across all levels, irrespective of gender. For hiring workers (skilled, semiskilled, unskilled and apprentice), equal weightage is given to candidates from across the country.

The Company does not discriminate on the basis of gender with regard to basic salary and remuneration. At the time of recruitment, new employees are offered salaries in line with the skill, merit, qualification, experience and peer level compensation. Other perks and benefits applicable to a particular level are extended to all, irrespective of gender and age. The Company has a lady director (non-executive) on the Board.

International Women's Day celebrations at Maruti Suzuki



HUMAN RIGHTS

MANAGEMENT APPROACH

Maruti Suzuki India Limited

Maruti Suzuki considers employees its biggest asset and provides conducive work environment for employees to perform and grow professionally. The Company believes in a culture of equality and fosters its philosophy through open offices that promote free and easy communication, identical uniforms, common canteen and similar medical benefits for all employees.

Maruti Suzuki currently does not have a stand-alone human rights policy. However, aspects of human rights such as child labour, forced labour, occupational safety and discrimination are covered by its various human resource policies. The policies are reviewed from time to time to meet the changing aspirations and needs of employees.

The Company has institutionalised forums to engage with various levels of employees to seek their feedback and to involve them in formulation of people policies. A permanent committee called the Human Resource Initiatives Development Committee (HRIDC) reviews existing people policies and proposes new ones. The Company is making concerted efforts to strengthen mechanisms to ensure implementation of human rights.

The management meets representative of workmen regularly to understand their concerns and grievances. The representatives are also apprised of the business environment and the various challenges the Company is facing. Such dialogue has helped in formulation of various people-friendly HR policies.

Maruti Suzuki has further strengthened engagement with workmen after incidence of labour unrest in 2011-12 and the act of violence on 18th July, 2013 by a section of workers at Manesar plant. The grievance redressal mechanisms have also been reviewed and strengthened. The Company has introduced various initiatives based on feedback received from workmen to improve work-life balance and strengthen bonding with the Company.

INVESTMENT AND PROCUREMENT PRACTICES

In 2012-13, Suzuki Powertrain India Limited was amalgamated with and into the Company, resulting in consolidation of the business of manufacturing of engines, creating greater synergies between the businesses of both companies and their large asset base, and providing access to better financial resources. MSIL had 30% equity stake of SPIL, while the remaining 70% was with Suzuki Motor Corporation, Japan.

In order to ensure fairness and equity in process of amalgamation, a committee of independent directors was constituted, which deliberated on various aspects of the amalgamation and made recommendations to the Board for its approval. To protect the interest of the employees of SPIL, the scheme of amalgamation provided for continuation of their employment with the Company, which resulted in more efficient and effective pooling of management, administration, and technical skills and human resources.

Maruti Suzuki believes that there is a good potential for the automobile industry to grow in India, considering the low level of car penetration and a growing middle class.



As on 31st March 2013, Maruti Suzuki had 279 suppliers, including 20 joint venture companies. In 2012-13, twelve suppliers were added.



All HR policies, including policies related to human rights are communicated to new employees at the time of induction; these are also available on the Company portal. Special communication sessions are organised whenever there is a major change in the policy.

NON-DISCRIMINATION AND SEXUAL HARASSMENT

The Company ensures that there is no discrimination against any employee on grounds of race, colour, religion, caste, sex, age, marital status, disability, nationality or any other factor under applicable laws and contemporary practices at the workplace.

Recruitment, placement, promotion, transfer, compensation, training and other benefits are based on the merit and competency of the individual and business needs of the Company.

The Company has instituted a policy to ensure nondiscrimination of employees infected or affected by HIV/AIDS and offers support to such employees. This policy applies to all employees and contract workers, and covers all aspects of formal and informal work.

No substantiated or unresolved incidence of discrimination was reported in 2012-13.

The Company has instituted an Anti-Sexual Harassment Policy. The responsibility of ensuring adherence to the policy lies with the top management, directors, divisional heads and senior management, as well as all employees. The Company has instituted a committee for the prevention of sexual harassment at the workplace, in accordance with the directive by the Supreme Court.

No incidence of sexual harassment was reported in 2012-13.

FREEDOM OF ASSOCIATION AND COLLECTIVE **BARGAINING**

The Company has internal and independent labour unions at its plants and union elections are held as per the statutory requirements.

All major policy changes affecting workers are discussed with union representatives and their suggestions incorporated after being examined for feasibility as per statutory requirements. All such changes are communicated to the workers directly and through union representatives. All associates/regular workmen are covered under collective bargaining.

After the unfortunate incidence of violence on 18th July, 2013 at the Manesar plant, a workers' committee was set up to represent workers of Manesar plant and share their grievances with the management.

FORCED AND CHILD LABOUR

The Company abides by Government of India legislation with regard to forced and child labour. The Company has also formulated an Anti-Forced and Child Labour Policy that covers its operations. The minimum age for recruitment is 18 years for all categories of employees.

No incidence of forced or child labour was reported in any of the Company's units in 2012-13.

SECURITY PRACTICES

The Company deploys third party private security to provide safe and secure work place for employees, safeguard assets, prevent theft and ensure smooth entry and exit of visitors. Security personnel are also deployed for traffic management around Gurgaon plant during peak hours for smooth flow of traffic. The Company deploys over 1000 security guards at Gurgaon plant, Manesar plant and corporate office in New Delhi.

All security personnel are trained by the security agency on functional and behavioural aspects, including nondiscrimination while dealing with people.

Maruti Suzuki India Limited

Social Performance Stepping up the pace Sustainability Journey 7.

INDIGENOUS RIGHTS

The Company does not operate in areas inhabited by indigenous people.

ASSESSMENT AND REMEDIATION

In 2012-13, an unfortunate incident of violence at the Manesar facility claimed the life of a valuable Maruti Suzuki employee, Mr. Awanish Kumar Dev. About 100 other colleagues, including senior employees, were injured in the violence. After the incident, the entire Maruti Suzuki family came together and worked collectively to emerge as a stronger organisation. The Company received support from stakeholders, like the Government of Haryana, vendors, dealers, local community to emerge from the crisis.

After the incident, the Company analysed possible causes, reviewed issues and took concrete steps to address them and to create a positive work environment. Several initiatives were taken to make the recruitment system more robust, increase focus on internal communication, strengthen the grievance handling system and step up behavioural training (including outbound) sessions. With natural demographic changes, the Company now has a larger proportion of younger people in its workforce. They require higher levels of engagement and the focus is therefore on comprehensive training, creating job excitement and mentoring. In addition, the focus is on promoting recreational activities and family connect such as sports tournaments, picnic at various historical places in and around Delhi NCR, inviting family members of workmen to plant etc.



SOCIETY

MANAGEMENT APPROACH

The local community and the society at large are important stakeholders of Maruti Suzuki. The Company addresses social concerns through its CSR programmes. The Company's CSR programmes are guided by CSR policy. Stakeholder engagement is central to the CSR policy.

The Company's CSR programmes address issues at the national level and also at the local level around its manufacturing sites. The Company's CSR focus areas include community development, skill development and road safety. While skill development and road safety activities are spread across various states in the country, the community development activities are carried out in villages around manufacturing facilities of the Company.

The key approach of the Company is to develop scalable, sustainable and impactful social programmes in a partnership mode. CSR is an integral part of the business and the CSR programmes are periodically reviewed by the management.

LOCAL COMMUNITIES

The local community is an important stakeholder of the Company. The Company carries out community development activities in the villages around both manufacturing locations at Gurgaon and Manesar. The key areas of intervention include health, education, infrastructure development, sanitation and skill training for enhancing employability of youth. The social programmes are designed based on the outcome of needs assessment surveys and the inputs received from the community and the government. After the implementation of the programme, impact assessment is carried out by the CSR team to measure the impact on the beneficiaries.

COMMUNITY DEVELOPMENT PROGRAMMES EDUCATION

The Company upgrades infrastructure of schools in the villages around Gurgaon and Manesar plant. The school



— CSR Policy

upgradation work includes building repair, whitewash, fortification of boundary wall, provision of blackboards, development of green areas, safe electrical repairs, construction of toilets and rooms, and provision of furniture for students and staff. The Company has so far upgraded five government schools in Gurgoan and Manesar villages. Two of these were declared the most beautiful schools by the Haryana government under Chief Minister School Beautification Scheme

In addition to school infrastructure development, the Company carries out activities for improvement in the academic performance and overall development of students. The Company has instituted Academic Excellence Awards for meritorious students who capture the top three positions in 10th and 12th board examination in the school. The students are given a cash prize along with a trophy.

The Company creates opportunities for the students to showcase their talent in art, culture and sports. The annual function organised at the Sarhaul village school in 2012-13 was the first in many years in the school. It was attended by the honourable Education Minister of Haryana, local MLA and Mayor of Gurgaon. In order to promote spirit of sports among students, the Company arranges coaches and provides sports equipments, such as cricket kits, footballs, badminton kits etc.

HEALTH CARE

Gurgaon district reports a large number of Dengue and Malaria cases every year. One of the reasons is a lack of awareness among people. In partnership with Gurgaon health department, the Company has developed information and awareness material on prevention of mosquito breeding and protection from mosquito bites. Large awareness hoardings are put up at various locations across Gurgaon and leaflets are distributed in large numbers to general public and schools. Besides, the Company organises awareness sessions along with District Malaria department in schools and carries out larvacide activities in villages and residential areas in the city.

The employees of the Company also participate in anti-Dengue and anti-Malaria campaign awareness and larvaside drives as part a part of the volunteering programme. In 2012-13, the anti-Malaria campaign, larvaside and fogging operations activities helped in marked reduction of Malaria cases in the villages.

SANITATION

The large scale migration of labour to the villages in and around industrial areas puts heavy pressure on local infrastructure and resources. One major impact of this migration is inadequate sanitation. Poor sanitation leads to various water borne and seasonal diseases. In 2012-13, Maruti Suzuki initiated sanitation drives in four villages in Manesar. As sanitation and health are closely linked, it is important to put in place efficient systems of sanitation and this requires a collaborative approach with the community and government

School students participating in a sanitation awareness rally





Maruti Suzuki offcial handing over Academic Excellence Award

In 2012-13, large scale cleanliness drives were organised with the help village volunteers in four villages in Manesar. The cleanliness drives included cleaning of streets, presentation of street plays at key village locations and distribution of information material. The Company is working on developing an effective sanitation programme along with the village community.

SKILL TRAINING

The Company runs two tailoring centres in the villages for women. The village has provided space and instructor for the tailoring centres. In addition to learning tailoring, the centre gives them an opportunity to get together and socialise.

LOCAL TRAFFIC MANAGEMENT

Vehicle manufacturing requires inbound and outbound logistics for supply of parts to the factory and for transportation of vehicles from the factory to the dealerships across the country. Such movement of trucks and trailers increases local traffic and can cause congestion. The Company has taken various measures to minimise impact of logistic operations on local traffic. It has started a milk run system for a section of suppliers to optimise the truck load and reduce the number of trucks coming to factory. Also, supply of parts during night time has been started. Similarly, vehicle transportation is largely being done during lean traffic hours and at night. The Company has also deployed traffic marshals around the factory to ensure smooth flow of traffic during peak hours.



Maruti Suzuki began its interventions in Sarhaul village in July 2012. The first developmental activity it took up was the upgradation of the senior secondary school in the village.

The school is very old; its foundation was laid before independence. At the time of entering the school, Maruti Suzuki found that there was ample scope for upgradation and improvement.

Maruti Suzuki began by bringing up the school infrastructure to a certain level. Details of infrastructure development are mentioned in Highlights of Intervention. It is only when a conducive environment for learning is created the school holds a natural attraction for the children.

There have been changes in the overall learning environment of the school. Maruti Suzuki has organized fun learning activities such as poster-making, diya painting, on the spot sketching etc. In several of these activities employee volunteers from the company visit the school and engage with the children. Maruti Suzuki also organised health camps for the students.

For the first time the school celebrated its Annual Day Function Navrang. Maruti Suzuki was a part of the celebrations throughout. The Annual Day gave the students an opportunity to display their talent.

All these changes in the school have made it a vibrant learning environment. An environment that is exciting and enriching for the children.

The changes in the school have been noticed and appreciated. The school came first in the Chief Minister School Beautification Scheme at Block and District level.

School Principal Mrs. Usha Rani received the award from Smt. Kiran Choudhary, Hon. Minister Public Health, Engineering, Excise and Taxation, Government of Haryana.

HIGHLIGHTS OF INTERVENTION

Repair and whitewash of school building

Installation of barbed wire on boundary wall

Construction

of 2 toilet

blocks

Provision

tables and

50 chairs

for staff

of 50

Installation of 134 new tube lights

Installation of 126 new ceiling fans

> Provision of 268 duel desks for students

> > Installation of new metal main gate, doors and windows

Creation of teaching aids (Buildings As Learning Aids)

Individual sign boards for classes and inspirational and moral teaching painted on walls

> Plantation of over 1500 plants

Provision of 21 blackboards



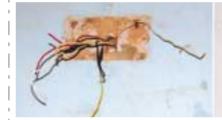


Benches for children and tables and chairs for school staff make a conducive learning environment

Fans and tubelights installed in the classrooms provide cool air and adequate lighting

Replaced electrical fittings ensure safety







Toilet blocks for girls & boys provide a much needed facility in the school and promote hygiene





The school boundary wall is fortified for additional security









A new metal gate offers security to the school

horticulture activities add greenery to the school compound

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ROAD SAFETY DRIVING TRAINING AND AWARENESS

Road safety is a major social concern in India. Maruti Suzuki runs a nationwide road safety programme to impart driving skills to existing and new drivers. As per a government study, over 78% road accidents happen due to the drivers' fault. Therefore, it is imperative to focus on enhancing driving skill and behaviour. In addition to imparting driver skills, the road safety programme of the Company also focuses on awareness about road signs, traffic rules, behavioural aspects and health. The Company has developed three models to impart driving skills to existing and new drivers.

Institute of Driving and Traffic Research (IDTR): Established in partnership with state governments, IDTRs offer training on passenger and commercial vehicles. Scientifically designed driving tracks and simulators are used for training. Maruti Suzuki has six operational IDTRs in four states. In 2012-13, MoU for setting up two IDTRs in Odisha was signed.



IDTRS HAVE TRAINED

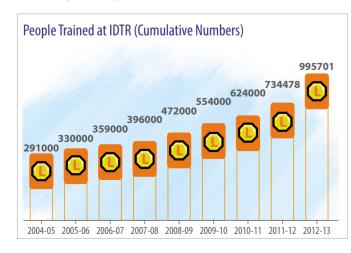
2,61,223 PEOPLE IN 2012-13 AND

CUMULATIVELY TRAINED ALMOST

1 MILLION PEOPLE SO FAR.

Maruti Driving Schools (MDS)

A smaller format of imparting driving training, MDS are being set up in partnership with dealers. MDS offer training for driving passenger vehicles. Each MDS has state-of-the-art



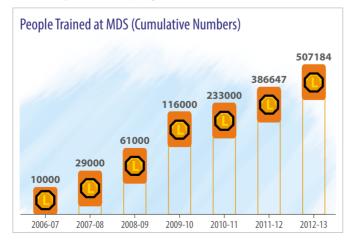


Commercial vehicles drivers in a theory class in IDTR, Delhi

driving training simulator and air conditioned rooms for indoor theoretical training. Unlike, IDTR, practical training is imparted on roads instead of test tracks. In 2012-13, 76 new MDS were established in the country taking the cumulative number of MDS to 282. In 2012-13, MDS trained 1,20,537 people in safe driving skills, taking the cumulative number of people trained in safe driving to over 500,000 so far.

Road Safety Knowledge Centre (RSKC)

RSKC setup in collaboration with Traffic Police are specifically aimed at educating and counseling traffic violators. Presently, Haryana state has four RSKC, at Gurgaon, Faridabad, Karnal and Panipat. In the reporting year 1,29,264 people were provided with refresher training and 14,958 people attended road safety awareness programmes at RSKC.



In the last decade, Maruti Suzuki has trained over 1.5 Million people in safe driving at MDS and IDTR put together. In addition to driving training, the Company also spread road safety awareness among masses. Road safety awareness includes awareness rallies and street plays.

Train the Trainer Programme

Maruti Suzuki lays stress on training the trainers. The key objective of the programme is to develop high quality, dedicated road safety professionals for its driving schools and standardise training delivery across India as per Maruti Suzuki standards. Future trainers are trained to achieve proficiency in training, communication skills and key instructional abilities.

A 10-day residential programme 'Train the Trainer' is offered by IDTR, Delhi, and IDTR, Vadodara. In 2012-13, 221 trainers were trained

Road Safety for Truck Drivers

The truck drivers transporting Maruti cars are trained at Driver Education Centres (DEC) located in Manesar and Gurgaon plants. More than 31,000 training sessions were conducted at the DECs covering topics such as safe driving, precautions to be taken in different weather conditions and sensitisation about ill effects of drinking and driving.

Maruti Suzuki organises a week-long annual programme, Jagriti, to spread road safety awareness among truck drivers. The programme also covers health and eye check-ups and HIV/AIDS awareness and testing camps, multiple media like games, quizzes and nukkad nataks (plays) etc. The Company also rewards drivers who practise safe driving and transport vehicles on time without damages. In 2012-13, 110 star drivers were rewarded in the Jagriti programme. The impact of training truck drivers in safe driving is seen in the reduction of vehicle damages during transportation.



SKILL DEVELOPMENT

The availability of skilled manpower is critical to sustain industrial growth. To bridge the gap in industry's requirement and the quality of skilled manpower available, Maruti Suzuki has partnered with state governments to upgrade Industrial Training Institutes (ITIs).

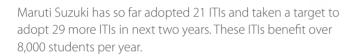
The Company undertakes following activities at adopted ITIs:

- Repair and maintenance of building
- Machines and automobile parts for training
- Industry exposure to students and teachers
- Additional modules on safety, quality and shop floor practices
- Facilitate participation in exhibitions, competitions and job interviews
- Rain water harvesting structures
- Horticulture and landscaping



Maruti Suzuki officials sign an MOU for ITI adoption





Young boys learn the basics of a car engine

ITI adoption

State	No. of ITIs	o. of ITIs State	
Punjab	5	Tamil Nadu	2
Haryana	5	Goa	2
Gujarat	5	Maharashtra	1
Kerala	1	Total	21

The Company holds regular training sessions for the students and the teachers.

Training

	2011-12	2	2012-13	3
Training	Nos.	Man-days	Nos.	Man-days
Students Training	2484	14355	3233	14216
Teachers Training	429	733	431	856

In addition, the Company focuses on upgrading the automobile trade in ITIs. As far as possible, youth trained in these trades are absorbed in the Company's service network. In 2012-13, 895 students graduated from ITIs supported by Maruti Suzuki and found placement in the service network. Cumulatively, 2,132 students have been placed in the service network so far.





STUDENT'S VOICE

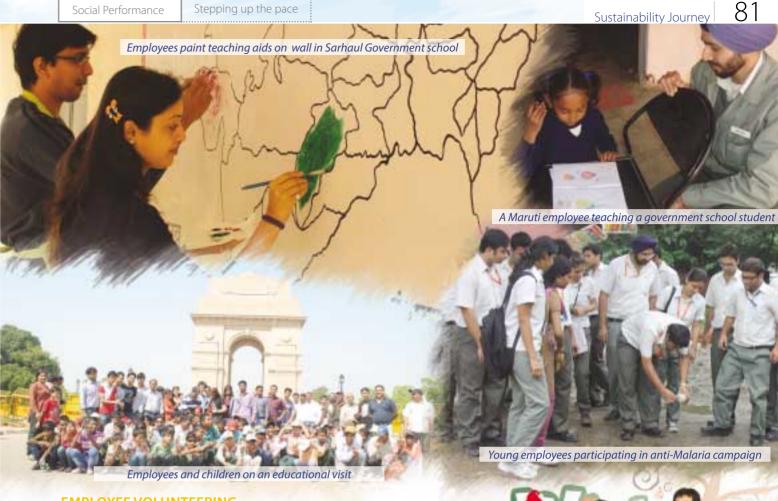
Hansraj Machinist , ITI Gurgaon

I am thankful to Maruti Suzuki for conducting trainings on 55 and Safety. I like 55 training the most. By understanding concept of 55, we can arrange our tools and raw material in order. In few seconds I can find out the tools and raw material in the workshop. This way we can work safely and it saves our time too.



Nibha Rani Draughtsman Mechanical, ITI Gurgaon (Women)

I always used to feel under-confident because I come from Hindi medium school but the English speaking course started by Maruti Suzuki at ITI was a boon for me. It has helped me in improving my personality and made me more confident. Now I can speak English without any hesitation. This will definitely help me in interviews.



EMPLOYEE VOLUNTEERING

Maruti Suzuki encourages it employees to contribute for the benefit of society through its employee volunteering programme, e-Parivartan. All levels of employees from shop floor workers to senior management participate in the volunteering programme, often bringing along their family members and friends.

The Company has partnered with local NGOs, where employees volunteer on an ongoing basis on Sundays and holidays. The Company also organises many volunteering events throughout the year such as Joy of Giving Week, book donation campaign, collection drives for the victims of natural calamities, tree plantation drives, Wish Tree Campaign etc.

The Company undertook a new activity called the Green Aravali Campaign in Manesar, wherein employees planted 500 saplings in the Aravali range at Panchgaon village. The Company has taken the responsibility of maintaining these trees. In a similar initiative, 1,500 saplings were planted inside the Manesar plant by the employees as part of the volunteering programme.

In the reporting year, the volunteering programme was made a part of new employees' induction programme. This gave new employees a hands-on experience of volunteering and encouraged them to join the programme.



Senior Management celebrates Christmas with underprivileged children



CORRUPTION

The Company's Code of Business Conduct and Ethics includes clause on honesty, integrity and ethical conduct. All senior management personnel and employees are expected to comply with the letter and spirit of the Code of Conduct.

The Code of Conduct for the senior management personnel is applicable to the directors of the Company, the top management and all functional heads. It is signed by the senior management personnel every year. The Code of Conduct is available on the Company's website and internal portal.

The Code of Conduct for employees is applicable to all employees over the level of assistant supervisor and above category. All employees sign Code of Conduct at the time of joining. The Code of Conduct for employees is available on the internal portal.

The workmen are governed by the Certified Standing Order under the Industrial Employment (Standing Order) Act, 1946.

There were no reported incidents of corruption in 2012-13.

There were no contributions made to political parties, politicians, related institutions by the Company in 2012-13.

PUBLIC POLICY

As a market leader, Maruti Suzuki is actively involved in various committees, set up by the automobile industry and the Government, that decide on future regulations, policies and implementation plans.

Memberships and public policy positions



S.NO.	Organisation	Type of engagement
1	Confederation of Indian Industry (CII)	Discuss issues on sustainable industrial growth and take proactive steps towards this as a corporate group; also approach the Government on these issues
2	Society of Indian Automobile Manufacturers (SIAM)	Discuss issues relevant to industry and jointly present to Government
3	SIAM Society for Automotive Fitness and Environment (SAFE)	Knowledge sharing and action on road safety
4	Bureau of Indian Standards (BIS)	Discuss and decide on new regulations for vehicles, study feasibility of new standards
5	Symposium on International Automotive Technology (SIAT)	Share research on new technologies with the industry through paper presentations; A knowledge sharing forum
6	Advertising Standards Council of India (ASCI)	Attend meetings and discussions periodically
7	Media Users' Research Council (MURC)	Attend meetings and discussions periodically
8	Society of Automotive Engineers (SAE)	Share research on new technologies with the industry through paper presentations; a knowledge sharing forum
9	UN Global Compact India	Discussion and related action on environment and climate change

The Company holds the following positions in SIAM and CII as on 31st March 2013.

Stepping up the pace

SIAM Councils & Groups as on 31st March, 2013



S.NO.	Council/Group	Position		
1	Council on Market			
А	A Logistics			
В	CSR & Community Services	Chair		
С	Service Heads	Chair		
2	Council on Economic Affairs			
А	Sourcing	Chair		
В	Taxation Procedural	Chair		
С	Finance, Leasing and Insurance	Chair		
3	Technical Council			
А	Frontier Technology, EV & HEV	Co-Chair		
В	Gaseous Fuels	Chair		
С	Styling & Design	Co-Chair		
4	National & International Regulation Council			
А	Emission & Conservation	Co-Chair		
В	International Harmonisation	Chair		

CII Committees



S.NO.	Committee	Position
1	Regional Committee on CSR, CII Northern Region	Member
2	Committee on Affirmative Action, CII Northern Region	Member
3	CII Environment Committee	Member

ANTI COMPETITIVE BEHAVIOUR

In the ordinary course of business, customers who purchase the Company's products file claims alleging unfair trade practices under "The Consumer Protection Act 1986". Such claims are insignificant in number compared to the number of vehicles the Company sells. The Company has been effectively defending all such claims before various fora.

The Director General, Competition Commission of India, has conducted an investigation on 17 automobile OEMs in India, including Maruti Suzuki, for alleged anti-competitive behaviour. The matter is pending adjudicating with the Competition Commission of India.

COMPLIANCE

There were no monetary fines and non-monitory sanctions for non-compliance with laws and regulations in 2012-13.

INTERNALLY DEVELOPED POLICIES, MISSIONS, VALUES, CODES RELEVANT TO TRIPLE BOTTOM-LINE PERFORMANCE

Refer to the Company's corporate website for details on Company policies (www.marutisuzuki.com).



PRODUCT RESPONSIBILITY

MANAGEMENT APPROACH

Maruti Suzuki India Limited

Customer delight is central to Maruti Suzuki's approach to product development, manufacture and vehicle service. Customers prefer Maruti Suzuki vehicles because of their reliability, contemporary design, technology, value for money, low cost of ownership and convenience and quality of service. The Company has put in place robust systems to obtain customer feedback and address their concerns in a timely manner.

The Company has the largest sales and service network in the country. New sales outlets and service workshops are added every year for customer convenience. The dealer sales and service technicians are regularly trained at the Company's training centres located in various parts of the country.

Maruti Suzuki has adopted Japanese manufacturing systems from its parent company, Suzuki Motors Corporation, and these systems are strictly adhered to. For example, the Maruti Operating System is strictly followed by technicians working in manufacturing areas. The systems and processes are regularly reviewed and modified. The Company has introduced automations and fool proofing in areas that are critical from quality and passenger safety point of view.

The Management reviews customer satisfaction levels and quality issues every month in the Business Review Meeting. Customers have rated Maruti Suzuki No.1 in the J D power Customer Satisfaction Survey for 13 years in a row.

The Company complies with all government regulations related to product safety and follows Code for Self Regulation in Advertising and Marketing Communications, formulated by the Advertising Standards Council of India (ASCI).

CUSTOMER HEALTH AND SAFETY

The Company constantly endeavours to improve customer comfort and safety features. The focus on customer health and safety starts at the product conceptualisation and design stage. The Company introduces new technologies to enhance the safety of occupants and also meet future safety regulations. Innovative structural design and use of advanced steel and polymers for enhanced vehicle safety during crash and low speed impacts have been incorporated in most vehicles.

The Company focuses on customer health and safety at the vehicle manufacturing stage as well. It has identified certain components and processes that are critical from the customer safety point of view. These are called Maru A components and processes; any failure in proper fitment of such components may risk customer safety at the time of vehicle use. Therefore, the Company has implemented fool proofing mechanisms to ensure adherence to the operating systems.

The safety features of the vehicles are adequately highlighted at the time of vehicle launch, promotion and marketing. Salespersons are trained to educate customers on the safety features of the vehicles. The vehicles are transported from the factory to the dealerships on trucks and trailers in which vehicles are adequately latched to prevent any damage to the vehicles during transportation.



MARUTI SUZUKI VEHICLES

(EXCEPT MARUTI 800, GYPSY AND

OMNI) COMPLY WITH EUROPEAN

END OF LIFE VEHICLE (ELV) NORMS

AND ARE FREE FROM HAZARDOUS

SUBSTANCES, SUCH AS LEAD,

CADMIUM, HEXAVALENT CHROMIUM

AND MERCURY. THIS MEANS VEHICLES

CAN BE RECYCLED IN THE MOST

ENVIRONMENT FRIENDLY MANNER

AFTER THE END OF THEIR LIFE CYCLE.

The key customer convenience, health and safety features introduced in the new models launched in 2012-13 include:

SX4

- Passenger and driver side airbags in higher end vehicles
- 3-point ELR front seat belt pre-tensioners and force limiter, two 3-point rear seat belts and one 2-point lap belt

Stepping up the pace

- Crash impact door unlock and ABS/EBD (with Brake Assist)
- Side impact protection beams for extra safety
- Electric foldable ORVM with turn indicator for better driving safety



SX

ALTO 800

- Cable control gear shift mechanism and Detent Pin technology (DPT) to lower friction on the transmission system for smooth gear shifting
- Diagonal Shift Assist (DSA) technology assists in effortless shifting of gear from 5th to 4th during high speed
- Fuel lid additional safety feature for providing the customer with a safer vehicle
- Option of driver side airbag in the entry level model



ALTO

FRTIGA

- Versatile seating arrangement that maximises utility space for people as well
 as luggage through flat floor concept. Features like relative translational and
 rotational motion in seats (walk-in mechanism) give better ingress convenience
 to customers, along with dive down mechanisms for maximise luggage
 carrying capacity
- Supplementary restraint system and dual front seat airbags to cushion and reduce impact at the time of collision; six seats have 3-point ELR seatbelts and the centre seat in the second row has a two-point lap belt for occupant protection; front seatbelts are fitted with pre-tensioners and force limiters
- Use of high tensile steel in critical sections of the body structure, along with carefully positioned reinforcements, provides strength and rigidity
- Anti-lock brake system (ABS)



ERTIGA

VOLUNTARY RECALL CODE

Vehicles are designed and manufactured as per applicable standards in a way that they are sufficiently safe for road use. If some vehicles have quality issues that may pose a safety concern, vehicles are voluntarily recalled, inspected and rectified by the manufacturer.

Maruti Suzuki has started work on a Traceability Management System across the value chain. The part batch code is now matched with the vehicle chassis number. In the 1st phase, 50 vendor part combinations have been covered. With traceability management system in place, the Company can easily identify defective lot of parts and affected vehicles. This system will make recall measures and cost estimation much easier and faster.

COMPLIANCE

All vehicles launched by the Company comply with applicable regulatory requirements, and are tested and certified by ARAI/ICATS/VRDE for road worthiness. No significant fine was levied on the Company for non-

compliance with laws and regulations concerning the use of its products and services in 2012-13. There were no vehicle recalls in 2012-13.

PRODUCT AND SERVICE LABELLING

Maruti Suzuki India Limited

An Owner's Manual and Service Booklet is provided to each customer with the purchase of a car; it contains all information relating to safety, operation and maintenance of the vehicle. At the time of vehicle delivery, technical features of the vehicle are explained to the customer. Product related information is also available on the Company's website. Critical information on product usage (e.g. A/C gas, tyre pressure, brake fluid) is displayed on the labels and provided on the products for information and educational purposes.

The Company organises periodic customer meets which are conducted at dealer workshops for customer education and awareness on product usage. Besides, service camps are organised throughout the year where the condition of customers' vehicle is checked and they are educated on vehicle use and maintenance. In 2012-13, 3,399 free service check-up camps were conducted across 330 cities and attended by over 2,71,000 customers.

There were no incidents of non-compliance with regulation/voluntary codes concerning product and service information and labelling in the year.

CUSTOMER SATISFACTION

The Company is committed to providing its customers with the best experience in all areas of interface and interaction. The customer satisfaction philosophy of the Company is well defined in its Quality Policy.



"CUSTOMER SATISFACTION

THROUGH CONTINUOUS

IMPROVEMENT OF OUR PRODUCTS

AND SERVICES BY FOLLOWING PDCA

IN ALL FUNCTIONS & LEVELS OF OUR

ORGANISATION"

— Quality Policy

The Company has the largest sales and service network covering the length and breadth of the country. The service infrastructure is equipped with quality service facilities, standardised processes and skilled manpower to service around 1.3 Million customers per month. In 2012-13, 197 new service workshops were added, taking the total service workshops to 2,987 as on 31st March, 2013. Many service workshops work seven days a week with extended working hours to provide flexibility to customers to get their vehicles serviced at their convenience.

Maruti Suzuki has set up regional training centres at 15 locations in India and a central Service Training Centre at Gurgaon, Haryana, to provide training and upgrade the technical skills of workshop staff. The Company provides technical and soft skill training to service advisors for better customer interaction, understanding and fulfilling of customer requirements. Training facilities have been enhanced through a web studio. Key workshop technicians have been trained on technical and soft skills through the web studio by the Company's Service Division.

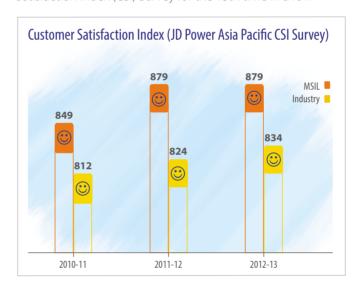
Maruti Suzuki has instituted a robust Customer Complaints and Grievance Redressal Management System. The system has been developed to capture customer concerns at the workshops through feedback cards and e-mails. In addition, telephonic surveys have been introduced to capture exact customer voice and take action for improvement. About 90,000 customers sent the Company feedback in writing and about 80,000 customers were contacted on phone for telephonic surveys in 2012-13.

Maruti Suzuki provides a vehicle servicing facility at the customers' doorstep, mostly in areas away from its existing service infrastructure, through a mobile workshop equipped with equipment and resources required for regular service and minor repairs. As of 31st March, 2013, 174 Maruti Mobile Support (MMS) vehicles attended to over 12,000 customers per month. The Company is now expanding this initiative in urban areas to enhance customer convenience and offer flexibility.

Maruti Suzuki provides 24-hour assistance to customers in case of vehicle breakdown through Maruti On-road Service (MOS), which is available across the country. This 'anywhere and anytime' service was provided to over 1,00,000 customers last year.

Maruti Suzuki introduced the concept of Maruti Quick Stop (MQS) workshops in 2012-13. These small workshops are closer to the customers and currently being set up in big cities. MQS workshops are environment-friendly as they use waterless washing. Currently, five MQSs are operational and more will be added going forward.

JD Power Asia Pacific carries out Customer Satisfaction Survey (CSI) every year. The survey is conducted for all manufacturers across major cities. In the reporting year, customers rated Maruti Suzuki as No.1 in the JD Power Asia Pacific Customer Satisfaction Index (CSI) Survey for the 13th time in a row



MARKETING COMMUNICATIONS

Maruti Suzuki is a member of the Advertising Standards Council of India (ASCI) and follows its Code for Self Regulation in Advertising and Marketing Communications. The Company makes sure that its advertisement content does not depict anti-competitive behaviour and intentions, and abstains from any kind of sexually explicit, malicious alignment, offensive or anti-social content in all its marketing communications at the mass and local levels.

Advertisements that contain stunts are shown with a clear disclaimer and caution statements. Maruti Suzuki also releases communication to promote safe driving in the public interest and is open to reviewing its marketing communications based on specific feedback.

No notice for investigation under Section 19 of the Competition Act, 2001, was received in 2012-13.



CUSTOMER PRIVACY

Maruti Suzuki exercises utmost care in handling customer data. The Company has installed a Dealer Management System across its sales and service network to store and control data centrally. It has an agreement with dealers, Maruti Service Zones and Authorised Service Stations for maintaining privacy of customer data.

The Company has a well laid out business continuity and disaster recovery plan for critical data security, including customer information, wherein all major and critical systems are mapped and a detailed contingency action plan chalked out.

There were no substantial complaints regarding breach of customer privacy or loss of customer data during the year.

COMPLIANCE

There were no monetary fines for laws and regulations concerning provision and use of products and services.

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Social Performance

Social performance

Social Dimensions	Key Areas	Targets 2012-13	ACHIEVEMENT 2012-13	TARGET 2013-14
Customer satisfaction	Sales and service satisfaction	Maintain no. 1 position in customer satisfaction	No. 1 in JD power Customer and Sales Satisfaction Index	Maintain No. 1 position in customer satisfaction
Employees'	Attrition	Maintain attrition at single digit level	Attrition was at 4.2%	Maintain attrition at single digit level
development and welfare	Training man-days	Over 5 man-days per employee	5.15 man-days of training achieved per employee	Over 5 man-days per employee to be attained
CSR				
	Persons trained in safe driving	3 lakh persons to be trained	Over 3.8 lakh persons trained	4.3 lakh persons to be trained
Road safety	IDTRs	1 more IDTR in the pipeline	MOU for two IDTRs in Odisha was signed in March 2013 in collaboration with State Transport Department. Project has been initiated for IDTR	Planning for new IDTR implementation
	MDS	100 new MDS to be opened	76 new MDS were set up (total no of MDS: 281)	100 new MDS to be set up
	Training for ITI faculty	750 man-days to be dedicated	856 man-days dedicated	985 man-days to be dedicated
	Training for ITI students	15,000 man-days to be dedicated	14,216 man-days dedicated	19,000 man-days to be dedicated
Skill training	Maruti Suzuki adopted ITIs	40 new ITIs to be adopted in 3 years	11 more ITIs adopted (total no: 21)	15 more ITIs to be adopted (total no: 36)
	Technical tie-ups with ITIs (nos.)	70 additional ITIs to be adopted (cumulative)	Technical tie-ups with 51 ITIs. (Cumulative no of tie-ups: 80)	Technical tie-ups with 20 new ITIs

Social Dimensions	Key Areas	Targets 2012-13	ACHIEVEMENT 2012-13	TARGET 2013-14
Employee Volunteering Programme	Volunteering hours contributed by employees for social work	Promote employee volunteering	Over 14,000 volunteering hours achieved	To further promote employee volunteering
Community	Education support for children in Governments Schools in Manesar	Continue these activities to benefit more children	Over 4100 school children benefitted from interventions	Continue these activities to benefit more children
development	Expand community development activities	Initiatives to be expanded to Gurgaon localities	Community developement work started in 4 villages in Gurgaon	Initiatives to expand to Rohtak

G3.1 CONTENT INDEX

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		Reported	Page No.	Automotive Supplement	Remarks
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1.2	Description of key impacts, risks, and opportunities.	R	12-17		
2. Organ	isational Profile				
2.1	Name of the organisation.	R	18		
2.2	Primary brands, products, and/or services.	R	22-23		
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	R	19		
2.4	Location of organisation's headquarters.	R	20		
2.5	Number of countries where the organisation operates	R	21	√	
2.6	Nature of ownership and legal form.	R	18		
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3.4	Contact point for questions regarding the report or its contents.	R	Inside back		
3.5	Process for defining report content.	R	cover 26-27		
3.6	Boundary of the report	R	26		
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	R	26		
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities.	R	27		
	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied				
3.9	to the compilation of the Indicators and other information in the report.	R	52,68		
3.10	Explanation of the effect of any re-statements of information provided in earlier reports.	N.A.			
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	R	26		
3.12	Table identifying the location of the Standard Disclosures in the report.	R	90		
3.13	Policy and current practice with regard to seeking external assurance for the report.	R	26		
4. Goveri	nance, Commitments and Engagement				
4.1	Governance structure of the organisation, including committees.	R	31		
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	R	28		
4.3	For organisations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	R	28		
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	R	29		
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives and the organisation's performance.	R	30		
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	R	30-31		
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its	R	30		
4.8	committees, including any consideration of gender and other indicators of diversity. Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and	R	1, 74, 86		For policies no covered in rep
	social performance and the status of their implementation. Procedures of the highest governance body for overseeing the organisation's identification and management of economic,	R	12		refer to Comp website
4.9	environmental, and social performance. Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and				
1.10	rocesses for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	R	12, 30		
1.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	R	53-57		
1.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	R	25		
1.13	Memberships in associations and/or national/international advocacy organisations	R	82-83		
1.14	List of stakeholder groups engaged by the organisation.	R	32		
	Basis for identification and selection of stakeholders with whom to engage.	R	32		
1.15	basis for identification and selection of stakeholders with whom to engage.				
4.15 4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	R	32-35		

Economic		Reported	Page No.	Automotive	Remarks
		Reported	Page No.	Supplement	Remarks
Economic	performance				
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	R	40-45		
C2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	R	43		
EC3	Coverage of the organisation's defined benefit plan obligations.	R	42		
EC4	Significant financial assistance received from government.	R	42		
Market pr	esence				
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	R	42	$\sqrt{}$	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	R	40-41		
C7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	R	64		
ndirect e	conomic impacts				
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-	R	41		
EC9	kind, or pro bono engagement.	R	40-41		
Environm	Understanding and describing significant indirect economic impacts, including the extent of impacts.	n	40-41		
Materials	CHUI				
Materiais EN1	Materials used by weight or volume.	R	49		
EN1 EN2	Percentage of materials used that are recycled input materials.	R	49		
	Percentage of materials used that are recycled input materials.	K	49		
Energy	Direct construction by mineral construction	D	50		
EN3	Direct energy consumption by primary energy source.	R R	50		
N4	Indirect energy consumption by primary source.				
EN5	Energy saved due to conservation and efficiency improvements. Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a	R	50-51		
EN6	result of these initiatives.	R	53-59		
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	R	50-51		
Water					
EN8	Total water withdrawal by source.	R	51		
EN9	Water sources significantly affected by withdrawal of water.	R	51		Our operations a not water intensi and minimal ground water is used for processe
EN10	Percentage and total volume of water recycled and reused.	R	51		
Biodivers	ty				
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	N.A.	-		Our
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity	N.A.	_		manufacturii facilities are
EN13	value outside protected areas. Habitats protected or restored.	N.A.			not close to any protecte
EN13		N.A.			or sensitive
	Strategies, current actions, and future plans for managing impacts on biodiversity. Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of				area of high biodiversity
EN15	extinction risk.	N.A.	-		value
	, effluents and waste				
EN16	Total direct and indirect greenhouse gas emissions by weight.	R	52-53		
EN17	Other relevant indirect greenhouse gas emissions by weight.	R	52-53		
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	R	52-53		
EN19	Emissions of ozone-depleting substances by weight.	R	53		
EN20	NOx, SOx, and other significant air emissions by type and weight.	R	53		
EN21	Total water discharge by quality and destination.	R	53		
EN22	Total weight of waste by type and disposal method.	R	53		
EN23	Total number and volume of significant spills.	R	53		New
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	N.A.	-		No transbounda transportation of waste is carried
					out by MSIL

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	HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.	R	71		

PERFORM <i>A</i>	NCE INDICATORS				
		Reported	Page No.	Automotive Supplement	Remarks
Indigenous	rights				
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	R	72		
Assessmen	t				
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	R	70		
Remediation	on				
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	R	72		
Social: Soci	ety				
Local comm	nunities				
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	R	74-81	$\sqrt{}$	
SO9	Operations with significant potential or actual negative impacts on local communities.	R	74-81		
SO10	$Prevention \ and \ mitigation \ measures \ implemented \ in \ operations \ with \ significant \ potential \ or \ actual \ negative \ impacts \ on \ local \ communities.$	R	74-81		
Corruption					
SO2	Percentage and total number of business units analysed for risks related to corruption.	R	82		
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures.	R	82		
504	Actions taken in response to incidents of corruption.	R	82		
Public poli	,				
SO5	Public policy positions and participation in public policy development and lobbying.	R	82-83		No donations were
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	N.A.	-		given to politicians & related institutions
Anti-comp	etitive behavior				
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	R	83		
Complianc					
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	R	83		
Social: Prod	luct Responsibility				
Customer l	ealth and safety				
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	R	84-85	√	
PR2	significant products and services categories subject to such procedures. Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	R	84-85	$\sqrt{}$	
Product an	d service labelling				
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	R	86		
PR4	$\label{thm:continuous} Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.$	R	86		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	R	86-87		
Marketing	communications				
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	R	87		
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	R	87		
Customer	rivacy				
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	R	87		
Complianc					
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	R	86-87	$\sqrt{}$	

NA: Not applicable
R: (Fully/ partially) Reported/Responded
NR: Not reported
Core indicator
Additional indicator

INDEPENDENT ASSURANCE STATEMENT





Introduction

Det Norske Veritas AS ('DNV') has been commissioned by the management of Maruti Suzuki India Limited ('MSIL' or 'the Company') to carry out an assurance engagement on the Company's Sustainability Report 2012-13 ('the Report') in its printed format. This engagement focused on qualitative and quantitative information provided in the Report, and underlying management system and reporting processes. The engagement was carried out against AccoutAbility's AA 1000 Assurance Standard 2008 (AA 1000AS), the DNV Protocol for Verification of Sustainability Reporting ('VeriSustain' - www.dnv.com/cr; available on request) including confirmation of application level and adherence to principles of the Global Reporting Initiative (GRI) 2011 Sustainability Reporting Guidelines Version 3.1 (G3.1).

The intended users of this assurance statement are the readers of the Report. The management of Company is responsible for all information provided in the Report as well as the processes for collecting, analyzing and reporting that information presented in the report. DNV's responsibility regarding this verification is to Company only, in accordance with the agreed scope of work. The assurance engagement is based on the assumption that the data and information provided to us is complete, sufficient and authentic. DNV disclaims any liability or responsibility to a third party for decisions, whether investment or otherwise, based on this assurance statement. Our assurance engagement was planned and carried out during June to October 2013.

Scope, Boundary and Limitations of Assurance

The scope of the assurance included the review of Economic, Environment and Social information in the Report. In particular the assurance engagement included:

- The verification of the qualitative and quantitative sustainability
 performance reported in the Report prepared by the Company
 based on the GRI G3.1 guidelines, covering economic,
 environmental and social performance for the activities
 undertaken by Company over the reporting period 1st April 2012
 to 31st March 2013 and reported in this Report;
- Review of the policies, initiatives, practices and performance described in the Report as well as references made in the report to the Annual Report;
- Evaluation of the disclosed information in the Report, the systems and the processes MSIL has in place for adherence to the principles set out in the Global Reporting Initiative Sustainability Reporting Guidelines 2011 (GRI G3.1);
- Evaluation of the AccountAbility principles and specified performance information, for a Type 2, moderate level of assurance, in accordance with the requirements of AA1000AS (2008):
 - information relating to MSIL issues, responses, performance data, case studies and underlying systems for the management of such information and data;

- information relating to MSIL materiality assessment and stakeholder engagement processes;
- Confirmation of the Company's declared Application level by the company.

The reporting boundary is as set out in the report covering sustainability performance of operations at Gurgaon and Manesar in Haryana, India and during the assurance process; we did not come across limitations to the scope of the agreed assurance engagement. The Report does not include performance data and information related to joint ventures and subsidiaries.

Verification Methodology

This assurance engagement was planned and carried out in accordance with the AA1000AS (2008) i.e. Type 2, Moderate and the DNV Protocol for Verification of Sustainability Reporting ('VeriSustain' - www.dnv. com/cr)1. The report has been evaluated against the following criteria:

- Adherence to the principles of Inclusivity, Materiality and Responsiveness, as well as Reliability of specified sustainability performance information, as set out in the AA1000AS (2008),
- Adherence to additional principles of Completeness and Neutrality, as set out in DNV's Protocol,
- The principles and requirements of the GRI G3.1 for an application level A+.

During the assurance engagement, DNV has taken a risk-based approach, meaning that we concentrated our verification efforts more on the issues of high material relevance to Company's business and its stakeholders. DNV verified the statements and claims made in the Report and assessed the robustness of the underlying data management system, information flow and controls. In doing so, we have:

- Reviewed the Company's approach to stakeholder engagement and its materiality determination process;
- Verified the sustainability-related statements and claims made in the Report and assessed the robustness of the data management system, information flow and controls;
- Examined and reviewed documents, data and other information made available by the Company and visited the Head office at New Delhi and manufacturing site at Gurgaon, Haryana in India;
- Conducted interviews with key representatives including data owners and decision-makers from different functions of the Company:
- Performed sample-based reviews of the mechanisms for implementing the company's sustainability related policies, as described in the Report;
- Performed sample-based checks of the processes for generating, gathering and managing the quantitative data and qualitative information included in the Report

Conclusions

In DNV's opinion, based on the scope of this assurance engagement the Report provides a fair representation of the Company's sustainability related strategies, management system and performance. The Report, along with the referenced information in the Annual Report, meets the general content and quality requirements of the GRI G3.1, and DNV confirms that the Report generally meets the requirements for GRI application level A+.

We have evaluated the Report's adherence to the following principles on a scale of 'Good', 'Acceptable' and 'Needs Improvement':

AA1000AS (2008) principles

Inclusivity: The Company engages in dialogue with selected stakeholders only to identify emerging issues through different channels. The material issues emerging from the stakeholder engagement were collected and prioritized, and the results are reflected in the Report. In our view, the level at which the Report adheres to this principle is **"Good"**.

Materiality: The Company has reported its material issues of significance, of which the majority are addressed in the Report; however the materiality determination exercise may include the aspects beyond GRI guidelines to which Company subscribes like National Voluntary Guidelines (NVG) and United Nations Global Compact (UNGC) guidelines. In our view, the level at which the Report adheres to this principles is **"Good"**.

Responsiveness: We consider that the Company's response to key stakeholder concerns, through its policies and management systems including governance are fairly reflected in the Report. In our view, the level at which the Report adheres to this principle is "Acceptable".

Reliability: The majority of data and information verified at corporate office and at site were found to be accurate. 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 corrected; Hence in accordance with the AA1000AS (2008) requirements for a Type 2, moderate level assurance engagement, we conclude that the specified sustainability data and information presented in the Report is reliable and acceptable.

Specific evaluation of the information on sustainability performances

We consider the methodology and process for gathering information developed by the Company for its sustainability performance reporting is appropriate and the qualitative and quantitative data included in the Report, was found to be identifiable and traceable; the personnel responsible was able to demonstrate the origin and interpretation of the data and its reliability. We observed that the Report presents a faithful description of the sustainability activities.

For Det Norske Veritas AS

Ramesh Rajamani Project Manager, Det Norske Veritas AS, India 4th October 2013, New Delhi, India



Additional principles as per DNV's protocol

Completeness: The Report has fairly attempted to report or respond the sustainability strategy, management approach and sustainability performances against the GRI G3.1 core indicators, with omissions explained or commitments to future reporting that are material within the Company's reporting boundary for application level A+; In our view, the level at which the Report adheres to this principle is "Good".

Neutrality: The Company has reported its sustainability issues and performance in a neutral tone, in terms of content and presentation. In our view, the level at which the Report adheres to the principle of Neutrality is "Good".

Opportunities for Improvement

The following is an excerpt from the observations and further opportunities for improvement reported to the management of Company and are not considered for drawing our conclusion on the Report; however, they are generally consistent with the Management's objectives:

- To expand the boundary of reporting to include other entities over which Company has operational control or significant influence such as Suzuki Powertrain India Limited (SPIL) and Joint Ventures and other entities in its Sphere of control and Influence;
- To further strengthen the process of material determination to capture all issues related to operational sites and evolve automotive sector specific sustainability strategy to drive growth and address short, medium and long term sustainability impacts based on sectors and peer performance;
- Integrate of sustainability aspects in the existing management systems, related to core processes of the Company to enable continual improvement of key sustainability initiatives;
- To further improve the quality and reliability of sustainabilityrelated data, the process of data management may be standardized and integrated to existing ERP system; also routine system of data verification (an internal audit process) may be initiated.

DNV's Competence and Independence

DNV is a global provider of sustainability services, with qualified environmental and social assurance specialists working in over 100 countries. While DNV did conduct other third party assessment work with the company in 2012-13, in our judgment this does not compromise the independence or impartiality of our assurance engagement or associated findings, conclusions and recommendation. DNV was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. DNV maintains complete impartiality toward any people interviewed.

Federice PegnozzeTo

Federica Pagnuzzato
Assurance Reviewer and Assessment Manager,
Det Norske Veritas AS, Italy

ACRONYMS

ABS	Anti-Lock Braking System	
AGM	Annual General Meeting	
ARAI	Automotive Research Association of India	
CDM	Clean Development Mechanism	
CEO	Chief Executive Officer	
CNG	Compressed Natural Gas	
CSLC	Central Safety Leadership Council	
CSR	Corporate Social Responsibility	
DEC	Driver Education Centers	
ELV	End of Life Vehicles	
ERMC	Executive Risk Management Committee	
ESI	Employees State Insurance	
ETP	Effluent Treatment Plant	
GDP	Gross Domestic Product	
GHG	Green House Gas	
GJ	Gigajoules	
HEV	Hybrid Electric Vehicles	
HFC	Hydro Fluoro Carbon to list	
IDTR	Institute of Driving and Traffic Research	
I-GPI	Intelligent Gas Port Injection	
IMC	Institute Management Committee	
IR	Industrial relations	
ISO	International Organisation of Standardisation	
ITI	Industrial Training Institutes	

loint Vantura	
Joint Venture	
Kikken Yochi Training	
Liquefied Petroleum Gas	
Maruti Centre for Excellence	
Maruti Driving School	
Ministry of Heavy Industry	
Metric Tonnes	
National Stock Exchange	
Noise Vibration and Harshness	
Overseas Vocational Training Association	
Outside Rear View Mirror	
Personal Protective Equipment	
Research and Development	
Securities and Exchange Board of India	
Society of India Automobile Manufacturers	
Suzuki Motor Corporation	
United Nations Framework Convention on Climate Change	
Volatile Organic Compounds	
Vehicle Research and Development Establishment	
World Business Council of Sustainable Development	
World Resources Institute	

Amount	Conversion	
100,000.00	100 Thousand	1 Lakh
1,000,000.00	1 Million	10 Lakh
10,000,000.00	10 Million	1 Crore
1,000,000,000.00	1 Billion	100 Crore

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