

MSIL: COS: NSE&BSE: 2022/07_09

27th July, 2022

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

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

- Sub: 1) Un-Audited Financial Results for the quarter ended on 30th June, 2022**
2) Limited Review Report
3) Press Release
4) Presentation for analysts and institutional investors
5) Re-appointment of Mr. Kenichiro Toyofuku as a Whole-time Director designated as Director (Corporate Planning)

Dear Sirs,

Please find enclosed the following:

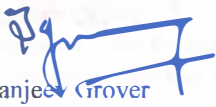
- 1) Un-Audited financial results as approved by the board of directors in its meeting held today for the quarter ended on 30th June, 2022. (**Annexure- "A"**).
- 2) Limited Review Report (**Annexure- "B"**)
- 3) Press release (**Annexure- "C"**).
- 4) Presentation that shall be shared with the analysts/ institutional investors with respect to the said un-audited financial results. (**Annexure- "D"**).
- 5) The Board of Directors in its meeting held today approved the re-appointment of Mr. Kenichiro Toyofuku as a Whole-time Director designated as Director (Corporate Planning) with effect from 5th December, 2022 for a further period of three years. His brief profile is attached herewith (**Annexure- "E"**). He is not related to any of the Directors on the board.

The board meeting commenced at 11:15 a.m. and concluded at 02:00 p.m.

Kindly take the same on records.

Thanking You

Yours truly,

For **Maruti Suzuki India Limited**

Sanjeev Grover
Executive Vice President
& Company Secretary

MARUTI SUZUKI INDIA LIMITED

CIN: L34103DL1981PLC011375

Registered & Head Office
Maruti Suzuki India Limited,
1 Nelson Mandela Road, Vasant Kunj,
New Delhi 110070, India.
Tel: 011-46781000, Fax: 011-46150275/46150276
www.marutisuzuki.com

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Old Palam Gurgaon Road,
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Tel. 0124-2346721, Fax: 0124-2341304

Manesar Plant:
Maruti Suzuki India Limited,
Plot No.1, Phase 3A, IMT Manesar,
Gurgaon 122051, Haryana, India.
Tel: 0124-4884000, Fax: 0124-4884199

MARUTI SUZUKI INDIA LIMITED

Plot No 1, Nelson Mandela Road, Vasant Kunj, New Delhi - 110070

CIN : L34103DL1981PLC011375 ; Website:www.marutisuzuki.com ;

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Statement of Standalone Unaudited Financial Results for the quarter ended June 30, 2022

INR in million, except per share data

Particulars	Quarter ended			Year ended
	June 30, 2022	March 31, 2022	June 30, 2021	March 31, 2022
	Unaudited	Unaudited	Unaudited	Audited
Revenue from operations				
Sale of products	252,863	255,140	167,987	837,981
Other operating revenues	12,135	12,260	9,720	44,975
I Total Revenue from Operations	264,998	267,400	177,707	882,956
II Other Income	885	4,744	5,078	17,935
III Total Income (I+II)	265,883	272,144	182,785	900,891
Expenses				
Cost of materials consumed	122,377	119,372	85,432	397,387
Purchases of stock-in-trade	75,615	78,710	49,389	263,905
Changes in inventories of finished goods, work-in-progress and stock-in-trade	(290)	(1,415)	(1,916)	(919)
Employee benefits expenses	11,584	10,258	10,643	40,222
Finance costs	274	560	222	1,259
Depreciation and amortisation expenses	6,514	6,472	7,432	27,865
Other expenses	36,892	36,546	26,145	126,794
Vehicles / dies for own use	(301)	(339)	(197)	(1,445)
IV Total Expenses	252,665	250,164	177,150	855,068
V Profit before tax (III-IV)	13,218	21,980	5,635	45,823
Tax expense				
Current tax	3,439	4,715	5,398	14,301
Deferred tax	(349)	(1,124)	(4,171)	(6,141)
VI Total tax expense	3,090	3,591	1,227	8,160
VII Profit for the period (V-VI)	10,128	18,389	4,408	37,663
Other comprehensive income :				
(i) Items that will not be reclassified to profit or loss				
(a) gain / (loss) of defined benefit obligation	(506)	219	326	220
(b) gain / (loss) on change in fair value of equity instruments	2,981	(1,583)	1,106	3,170
	2,475	(1,364)	1,432	3,390
(ii) Income tax relating to items that will not be reclassified to profit or loss	(210)	138	(82)	(267)
VIII Total other comprehensive income for the period (i+ii)	2,265	(1,226)	1,350	3,123
IX Total comprehensive income for the period (VII+VIII)	12,393	17,163	5,758	40,786
X Paid-up equity share capital	1,510	1,510	1,510	1,510
XI Face value of the share (INR)	5	5	5	5
XII Earnings Per Share (of INR 5 each) (not annualised)				
Basic	33.53	60.87	14.59	124.68
Diluted	33.53	60.87	14.59	124.68



» **Notes to Statement of Standalone Unaudited Financial Results for the quarter ended June 30, 2022:**

- 1 The above financial results have been prepared in accordance with Indian Accounting Standards ('Ind AS') notified under Section 133 of the Companies Act, 2013, read together with the Companies (Indian Accounting Standards) Rules, 2015 (as amended).
- 2 The above financial results were reviewed by the Audit Committee and approved by the Board of Directors in their meeting held on July 27, 2022. The limited review of financial results for the quarter ended June 30 2022, as required under Regulation 33 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, has been completed by the Statutory Auditors and they have issued an unmodified report on the aforesaid results.
- 3 The Company is primarily in the business of manufacturing, purchase and sale of Motor Vehicles, Components and Spare Parts ("Automobiles"). The other activities of the Company comprise facilitation of Pre-Owned Car Sales, Fleet Management and Car Financing. The income from these activities is not material in financial terms but such activities contribute significantly in generating demand for the products of the Company. Accordingly there are no reportable segments.

Place - New Delhi
Date - July 27, 2022



For and on behalf of the Board of Directors



MARUTI SUZUKI INDIA LIMITED

Plot No 1, Nelson Mandela Road, Vasant Kunj, New Delhi - 110070
 CIN : L34103DL1981PLC011375 ; Website: www.marutisuzuki.com ;
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Statement of Consolidated Unaudited Financial Results for the quarter ended June 30, 2022

INR in million, except per share data

	Particulars	Quarter ended			Year ended
		June 30, 2022	March 31, 2022	June 30, 2021	March 31, 2022
		Unaudited	Unaudited	Unaudited	Audited
	Revenue from operations				
	Sale of products	252,889	255,132	167,999	837,998
	Other operating revenues	12,228	12,360	9,765	45,300
I	Total Revenue from Operations	265,117	267,492	177,764	883,298
II	Other Income	810	4,427	5,079	17,447
III	Total Income (I+II)	265,927	271,919	182,843	900,745
	Expenses				
	Cost of materials consumed	122,374	119,373	85,435	397,396
	Purchases of stock-in-trade	75,632	78,726	49,396	263,975
	Changes in inventories of finished goods, work-in-progress and stock-in-trade	(287)	(1,416)	(1,913)	(931)
	Employee benefits expenses	11,667	10,315	10,721	40,514
	Finance costs	275	562	224	1,266
	Depreciation and amortisation expenses	6,520	6,478	7,438	27,890
	Other expenses	36,883	36,543	26,133	126,727
	Vehicles / dies for own use	(301)	(339)	(197)	(1,445)
IV	Total Expenses	252,763	250,242	177,237	855,392
V	Share of profit of associates	270	664	323	1,464
VI	Share of profit of joint ventures	38	52	36	155
VII	Profit before tax (III-IV+V+VI)	13,472	22,393	5,965	46,972
	Tax expense				
	Current tax	3,445	4,716	5,398	14,310
	Deferred tax	(335)	(1,081)	(4,183)	(6,133)
VIII	Total tax expense	3,110	3,635	1,215	8,177
IX	Profit for the period (VII-VIII)	10,362	18,758	4,750	38,795
	Other comprehensive income :				
	(i) Items that will not be reclassified to profit or loss				
	(a) gain / (loss) of defined benefit obligation	(506)	222	326	223
	(b) gain / (loss) on change in fair value of equity instruments	2,981	(1,583)	1,106	3,170
	(c) gain / (loss) on share of other comprehensive income in associates and joint ventures	4	(5)	11	4
		2,479	(1,366)	1,443	3,397
	(ii) Income tax relating to items that will not be reclassified to profit or loss	(210)	137	(82)	(268)
X	Total other comprehensive income for the period (i+ii)	2,269	(1,229)	1,361	3,129
XI	Total comprehensive income for the period (IX+X)	12,631	17,529	6,111	41,924
	Profit for the period attributable to :				
	Owners of the Company	10,362	18,758	4,750	38,795
	Non controlling interest	-	-	-	-
		10,362	18,758	4,750	38,795
	Other comprehensive income for the period attributable to :				
	Owners of the Company	2,269	(1,229)	1,361	3,129
	Non controlling interest	-	-	-	-
		2,269	(1,229)	1,361	3,129
	Total comprehensive income for the period attributable to :				
	Owners of the Company	12,631	17,529	6,111	41,924
	Non controlling interest	-	-	-	-
		12,631	17,529	6,111	41,924
XII	Paid-up equity share capital	1,510	1,510	1,510	1,510
XIII	Face value of the share (INR)	5	5	5	5
XIV	Earnings Per Share (of INR 5 each) (not annualised)				
	Basic	34.30	62.10	15.72	128.43
	Diluted	34.30	62.10	15.72	128.43



Notes to Statement of Consolidated Unaudited Financial Results for the quarter ended June 30, 2022:

- 1 The above financial results have been prepared in accordance with Indian Accounting Standards ('Ind AS') notified under Section 133 of the Companies Act, 2013, read together with the Companies (Indian Accounting Standards) Rules, 2015 (as amended).
- 2 The above financial results were reviewed by the Audit Committee and approved by the Board of Directors in their meeting held on July 27, 2022. The limited review of financial results for the quarter ended June 30 2022, as required under Regulation 33 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, has been completed by the Statutory Auditors and they have issued an unmodified report on the aforesaid results.
- 3 The Consolidated financial results include the results of the Company, 2 subsidiaries, 14 associates and 3 joint ventures. The Company together with its subsidiaries is herein referred to as the Group. The Group is primarily in the business of manufacturing, purchase and sale of Motor Vehicles, Components and Spare Parts ("Automobiles"). The other activities of the Group comprise facilitation of Pre-Owned Car Sales, Fleet Management and Car Financing. The income from these activities is not material in financial terms but such activities contribute significantly in generating demand for the products of the Group. Accordingly there are no reportable segments.



Place - *New Delhi*
Date - July 27, 2022

For and on behalf of the Board of Directors

A blue ink signature of Hisashi Takenuchi is written over a circular stamp. The stamp contains the text "SUZUKI INDIA" at the top, "New Delhi" in the center, and "LIMITED" at the bottom. A star is visible at the bottom of the stamp.

(Hisashi Takenuchi)
Managing Director & CEO


INDEPENDENT AUDITOR'S REVIEW REPORT ON REVIEW OF INTERIM STANDALONE FINANCIAL RESULTS

TO THE BOARD OF DIRECTORS OF Maruti Suzuki India Limited

1. We have reviewed the accompanying Statement of Standalone Unaudited Financial Results of Maruti Suzuki India Limited ("the Company"), for the quarter ended June 30, 2022 ("the Statement"), being submitted by the Company pursuant to the requirement of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.
2. This Statement, which is the responsibility of the Company's Management and approved by the Company's Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in the Indian Accounting Standard 34 "Interim Financial Reporting" ("Ind AS 34"), prescribed under Section 133 of the Companies Act, 2013 read with relevant rules issued thereunder and other accounting principles generally accepted in India. Our responsibility is to express a conclusion on the Statement based on our review.
3. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410 'Review of Interim Financial Information Performed by the Independent Auditor of the Entity', issued by the Institute of Chartered Accountants of India (ICAI). A review of interim financial information consists of making inquiries, primarily of the Company's personnel responsible for financial and accounting matters and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Standards on Auditing specified under section 143(10) of the Companies Act, 2013 and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.
4. Based on our review conducted and procedures performed as stated in paragraph 3 above, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with the recognition and measurement principles laid down in the aforesaid Indian Accounting Standard and other accounting principles generally accepted in India, has not disclosed the information required to be disclosed in terms of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, including the manner in which it is to be disclosed, or that it contains any material misstatement.

For Deloitte Haskins & Sells LLP

Chartered Accountants
(Firm's Registration No. 117366W/W-100018)


Jitendra Agarwal
(Partner)

(Membership No. 87104)

(UDIN: 22087104ANRMDJ4225)

Place: New Delhi
Date: July 27, 2022

**INDEPENDENT AUDITOR'S REVIEW REPORT ON REVIEW OF INTERIM CONSOLIDATED
FINANCIAL RESULTS**

**TO THE BOARD OF DIRECTORS OF
Maruti Suzuki India Limited**

1. We have reviewed the accompanying Statement of Consolidated Unaudited Financial Results of **Maruti Suzuki India Limited** ("the Parent") and its subsidiaries (the Parent and its subsidiaries together referred to as "the Group"), and its share of the net profit after tax and total comprehensive income of its associates and joint ventures for the quarter ended June 30, 2022 ("the Statement") being submitted by the Parent pursuant to the requirement of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.
2. This Statement, which is the responsibility of the Parent's Management and approved by the Parent's Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in the Indian Accounting Standard 34 "Interim Financial Reporting" ("Ind AS 34"), prescribed under Section 133 of the Companies Act, 2013 read with relevant rules issued thereunder and other accounting principles generally accepted in India. Our responsibility is to express a conclusion on the Statement based on our review.
3. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410 "Review of Interim Financial Information Performed by the Independent Auditor of the Entity", issued by the Institute of Chartered Accountants of India (ICAI). A review of interim financial information consists of making inquiries, primarily of Parent's personnel responsible for financial and accounting matters and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Standards on Auditing specified under Section 143(10) of the Companies Act, 2013 and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

We also performed procedures in accordance with the circular issued by the SEBI under Regulation 33(8) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, to the extent applicable.

4. The Statement includes the results of the following entities:

Subsidiaries

True Value Solutions Limited, and J.J. Impex (Delhi) Limited.

Associates

Mark Exhaust Systems Limited, Bellsonica Auto Component India Private Limited, Bahucharaji Rail Corporation Limited, FMI Automotive Components Private Limited, Maruti Suzuki Insurance Broking Private Limited, Hanon Climate Systems India Private Limited, SKH Metals Limited, Jay Bharat Maruti Limited, Caparo Maruti Limited, Machino Plastics Limited, Bharat



**Deloitte
Haskins & Sells LLP**

Seats Limited, Krishna Maruti Limited, Manesar Steel Processing India Private Limited and Nippon Thermostat (India) Limited

Joint ventures

Marelli Powertrain India Private Limited, Maruti Suzuki Toyotsu India Private Limited and Plastic Omnium Auto Inergy Manufacturing India Private Limited.

5. Based on our review conducted and procedures performed as stated in paragraph 3 above, nothing has come to our attention that causes us to believe that the accompanying Statement, prepared in accordance with the recognition and measurement principles laid down in the aforesaid Indian Accounting Standard and other accounting principles generally accepted in India, has not disclosed the information required to be disclosed in terms of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, including the manner in which it is to be disclosed, or that it contains any material misstatement.

6. The consolidated unaudited financial results includes the interim financial information of 2 subsidiaries which have not been reviewed by their auditors, whose interim financial information reflect total revenue of Rs. 234 million for the quarter ended June 30, 2022, total profit after tax of Rs. 13 million for the quarter ended June 30, 2022 and Total comprehensive income of Rs. 13 million for the quarter ended June 30, 2022, as considered in the Statement. The consolidated unaudited financial results also includes the Group's share of profit after tax of Rs. 308 million for the quarter ended June 30, 2022 and total comprehensive income of Rs. 312 million for the quarter ended June 30, 2022, as considered in the Statement, in respect of 14 associates and 3 joint ventures, based on their interim financial information which have not been reviewed by their auditors. According to the information and explanations given to us by the Management, these interim financial information are not material to the Group.

Our Conclusion on the Statement is not modified in respect of our reliance on the interim financial information certified by the Management.

For Deloitte Haskins & Sells LLP

Chartered Accountants

(Firm's Registration No. 117366W/W-100018)


Jitendra Agarwal

- (Partner)

(Membership No. 87104)

(UDIN: 22087104ANRLXR9976)

Place: New Delhi

Date: July 27, 2022

Press Release

Maruti Suzuki Financial Results: Quarter 1 (April-June), FY 2022-23

New Delhi, July 27, 2022: The Board of Directors of Maruti Suzuki India Limited today approved the financial results for the period April-June, FY 2022-23 (Quarter 1).

Performance in quarter 1 of FY2021-22 was affected by Covid related shutdowns and disruptions and hence a comparison of Q1 FY2022-23 with Q1 FY2021-22 is not on a like to like basis.

Highlights: Quarter 1 (April-June), FY 2022-23

The Company sold a total of 467,931 vehicles during the quarter. Sales in the domestic market stood at 398,494 units. Exports were at 69,437 units, the highest ever in any quarter. During the same period previous year, the Company sold a total of 353,614 units including sales of 308,095 units in domestic market and 45,519 units in export markets.

Shortage of electronic components in this quarter resulted in about 51,000 vehicles not being produced. Pending customer orders stood at about 280,000 vehicles at the end of the quarter and the Company is making efforts to serve these orders fast.

During the quarter, the Company registered Net Sales of INR 252,863 million as against INR 167,987 million in quarter 1 FY2021-22.

The Operating Profit in Q1 FY2022-23 stood at INR 12,607 million. During the same period previous year, the Operating Profit was at INR 779 million.

The increase in prices of commodities adversely impacted the Operating Profit in Q1 FY2022-23. The Company was forced to increase prices of vehicles to partially offset this impact. The Profit Before Tax was also impacted by the non-operating income being lower in this quarter due to mark-to-market loss. The Company continued to work on cost reduction efforts to minimize the impact on customers.

The Net Profit for the quarter stood at INR 10,128 million against INR 4,408 million in Q1 FY2021-22.



Maruti Suzuki India Limited

Q1 FY'23 Financial Results

27th July 2022

Safe Harbour

This presentation might contain forward looking statements which involve a number of risks, uncertainties and other factors that could cause the actual results to differ materially from those in the forward looking statements. The Company undertakes no obligation to update these to reflect the events or circumstances thereof. Secondly, these statements should be understood in conjunction with the risks the company faces.

Contents

1. Q1 FY'23 vs. Q1 FY'22

- Ratio Comparison

2. Q1 FY'23 vs. Q4 FY'22

- Ratio Comparison

3. Sales Volumes

Note: 1. All figures in the presentation are in INR mn except sales volume and ratios

2. Due to rounding-off, ratios may be approximate

Q1 FY'23

VS.

Q1 FY'22

Highlights of Q1 FY'23 and comparison W.R.T. Q1 FY'22

*All figures except sales volume are in INR million

	Q1 FY'23	Q1 FY'22
Sales Volume	467,931	353,614
Net Sales	252,863	167,987
Op. EBIT	12,607	779
PBT	13,218	5,635
PAT	10,128	4,408

Performance in quarter 1 of FY2021-22 was affected by Covid related shutdowns and disruptions and hence a comparison of Q1 FY2022-23 with Q1 FY2021-22 is not on a like to like basis.

Key Financial Ratios (% of Net Sales)

Parameter	Q1 FY'23	Q1 FY'22	Change (bps)	
Material Cost	78.1	79.0	-90	↓
Employee Cost	4.6	6.3	-170	↓
Other Expenses	14.6	15.6	-100	↓
Other Operating Income	4.8	5.8	-100	↓
Depreciation	2.5	4.4	-190	↓
Op. EBIT	5.0	0.5	450	↑
Interest Expense	0.1	0.1	0	
Non-Operating Income	0.3	3.0	-270	↓
PBT	5.2	3.4	180	↑
PAT	4.0	2.6	140	↑

 Red color denotes adverse movement.

 Green color denotes favorable movement.

Financial Analysis of Q1 FY'23 vs. Q1 FY'22

Key reasons for margin movement

Positive Factors

- Relatively better sales volume leading to improved capacity utilisation
- Cost reduction efforts
- Selling price increase

Negative Factors

- Adverse commodity prices
- Lower non-operating income
- Higher advertisement expenses

Q1 FY'23

VS.

Q4 FY'22

Highlights of Q1 FY'23 and comparison W.R.T. Q4 FY'22

*All figures except sales volume are in INR million

	Q1 FY'23	Q4 FY'22	
Sales Volume	467,931	488,830	-4.3%↓
Net Sales	252,863	255,140	-0.9%↓
Op. EBIT	12,607	17,796	-29.2%↓
PBT	13,218	21,980	-39.9%↓
PAT	10,128	18,389	-44.9%↓

Key Financial Ratios (% of Net Sales)

Parameter	Q1 FY'23	Q4 FY'22	Change (bps)	
Material Cost	78.1	76.9	120	↑
Employee Cost	4.6	4.0	60	↑
Other Expenses	14.6	14.3	30	↑
Other Operating Income	4.8	4.8	0	
Depreciation	2.5	2.5	0	
Op. EBIT	5.0	7.0	-200	↓
Interest Expense	0.1	0.2	-10	↓
Non-Operating Income	0.3	1.8	-150	↓
PBT	5.2	8.6	-340	↓
PAT	4.0	7.2	-320	↓

 Red color denotes adverse movement.

 Green color denotes favorable movement.

Financial Analysis of Q1 FY'23 vs. Q4 FY'22

Key reasons for margin movement

Negative Factors

- Adverse commodity prices.
- Higher sales promotion expenses.
- Lower non-operating income

Positive Factors

- Favorable foreign exchange variation
- Selling price increase

Sales Volumes

Total Sales

Market	Q1 FY'23		
	Number	Growth %	% to Total sales
Domestic	398,494	29.3%	85%
Exports	69,437	52.5%	15%
Total Sales	467,931	32.3%	100%

Domestic Sales

Segments	Q1 FY'23		
	Number	Growth %	% to Domestic sales
Mini	48,987	3.7%	12%
Compact	204,877	26.9%	51%
Mini + Compact	253,864	21.6%	64%
Mid Size	2,672	6.1%	1%
UVs	80,852	34.7%	20%
Vans	31,766	45.8%	8%
LCV	10,817	166.7%	3%
Sales to other OEM	18,523	68.7%	5%
Domestic sales	398,494	29.3%	100%

Thank You

BRIEF PROFILE

Mr. Kenichiro Toyofuku

Education Qualification: Bachelor of Arts (BA) in Economics (Environmental Economics), Keio university, Japan

Career History:

- ❖ April 1993: Joined METI (Ministry of Economy, Trade & Industry) Japan
 - Chief Officer, Small & Medium Enterprise Research Division (1993-1995)
 - Chief Officer, International Economic Affairs Division (1995-1997)
 - Chief Officer, Research Promotion Division (1997-1999)
 - Deputy Director, Japan Patent Office (1999-2000)
 - Personal Secretary to Parliamentary Vice Minister METI (2000-2002)
 - Deputy Director, Aichi International Expo Division (2002-2004)
- ❖ May 2004: Embassy of Japan in India: First Secretary
- ❖ August 2008: METI: Deputy Director, Asia & Oceania Division
- ❖ July 2010: JETRO in India (Japan External Trade Organization)
 - Deputy Director General, New Delhi Office (2010-2012)
 - Representative of Ahmedabad Project Office (2012-2014)
- ❖ October 2014: Government of India, Ministry of Commerce & Industry, Department of Industrial Policy & Promotion: Coordinator, Japan Plus cell
- ❖ October 2017: World Bank (India office): Senior Private Sector Specialist, Finance, Competitiveness & Innovation Global Practice
- ❖ November 2019: Joined Suzuki Motor Corporation (SMC)
- ❖ December 2019: Joined Maruti Suzuki India Limited as Director (Corporate Planning)

Area of Specialization: Carbon Neutrality, India-Japan relationship, Regional Development, Industrial Policy, Skill Development.