

# **INTERSHIP REPORT ON**

**KALYANI MOTORS PVT LTD**

**Submitted By**

**Nagbushan.C**

**USN: 4AL21BA049**

**Submitted To**

**VISVESVARAYA TECHNOLOGICAL UNIVERSITY,  
BELAGAUM**



**In partial fulfilment of the requirements for the award of the degree of  
MASTER OF BUSINESS ADMINISTRATION**

**Under the Guidance of**

**INTERNAL GUIDE**

**Mrs. Maithri, Senior Lecturer**

**P G Department of Business Administration**

**Alva's Institute of Engineering and Technology, Mijar, Moodbidri**



**P G DEPARTMENT OF BUSINESS ADMINISTRATION  
ALVA'S INSTITUTE OF ENGINEERING AND TECHNOLOGY  
SHOBHAVANA CAMPUS, MIJAR, MOODBIDRI 2021-2023**



No. 24/1, 25/1, Near Nayandahalli Signal, 100ft Ring Road - Mysore Road Junction, Bangalore - 560 039  
Mob : 99005 99909 Tel : 080-20999901 / 02 / 03 / 04 / 05, Faxline : 080-20999914  
E-mail : sales@kalyanimotors.com Website : www.kalyanimotors.com



Helpline : 080-20999999  
C I No. U50102KA2006PTC040750

Date: 21.11.2022

Place: Bangalore

**TO WHOM SO EVER IT MAY CONCERN**

This is to certify that **Mr. NAGBUSHAN C** USN 4AL21BA049 student of MBA, Alvas Institute of Engineering and Technology-Mijar has successfully completed his internship from **21 October 2022 to 20 November 2022** under the guidance of **Mr. Mahesh**, Senior Relationship manager.

During the course of internship, the candidate was found to be observant during his short stite in our company, we appreciate his contribution.

Best regards

For KALYANI MOTORS PVT. LTD.



Authorized signatory.

**Service Centres** : No.16, Muneshwara Farm, 100ft Ring Road, Pantharapalya, Behind IOC Petrol Bunk, Mysore Road, Bangalore - 560 039  
**Mysore Road** : Phone : 080-2099 9951/9998, Fax : 080 - 2099 9958 E-mail : kalyaniservice@gmail.com  
**Bannerghatta Road** : 562/640, Bilekahalli, Bannerghatta Road, Bangalore - 560 076. Hotline : 97400 00209 Phone : 080 - 4243 9999, 22547999, Fax : 4142 5691 E-mail : Sales bgr@kalyanimotors.com  
**Bannerghatta Road** : # 250/1, Bilekahalli, Bannerghatta Road, Bangalore - 560 076. Phone : 080-30419111/30419100, E-mail : service bgr@kalyanimotors.com  
**Ramanagara** : # K-1319/2034C, Opp. Rotary Hospital (BGS), B.M. Road, Ramnagar - 571 511. Phone : 080-27275991/92/93/94/95 Mobile : 99005 99950 SERVICE Mobile : 99005 99944  
**Avalahalli (K.R.Puram)** : Sy # 58/1A & 61/22, Avalahalli, Old Madras Road, Virgonagar Post, Bangalore - 560 049. Phone : 080-33235000-12, Mobile : 99000 37118 / 99000 37144 SERVICE : Mobile : 99000 37122, E-mail : service krp@kalyanimotors.com  
**Kundalahalli** : Sy # 129/4, Kalyani Platina, Kundalahalli Village Post, Kundalahalli, Bangalore - 560 066. Phone : 080-30419090, Mobile : 99000 37114 / 99000 37155, SERVICE : Mobile : 99000 37133 E-mail : service wf@kalyanimotors.com  
**Kengeri** : #77, Kathe # 537, Opp. R.V. Engg. College, Volgarahalli, Kengeri Hobli, Bangalore - 560 059. Phone : 080-2860 7080 / 2860 7057 Mobile : 99005 99935  
**Mysore Road (TV)** : # 3, Srinaga Nagar, Ring Road, Pantharapalya, Bangalore - 560 039, Mobile : 99005 99910, E-mail : truevalue@kalyanimotors.com  
**Nagadevanahalli** : # 2557/10/5, Nagadevanahalli, Near Nisarga Dhaba, Kengeri Sub Division, Ward No. 130, Bangalore - 560 056. Phone : 080-30036000 E-mail : sales nbv@kalyanimotors.com  
**Channapatna** : Sy No. 58, KH No. : 881/169, Bangalore - Mysore Road, Malur Grama, Channapatna - 562 160 Phone : 080-28078999 Helpline : 080-3099 9999 E-mail : asm cpt@kalyanimotors.com  
Website : www.kalyanimotors.com  
**Banasawadi** : # 12, Vijaya Bank Colony, Outer Ring Road, Dodda Banaswadi, Bangalore - 560 043. phone 080-46699666 E-mail : gm bns@kalyanimotors.com  
**Kanakapura** : # 447/1B, Kasaba Hobli, Budiguppe Grama, Kanakapura Taluk, Kanakapura 562 117 Website : www.kalyanimotors.com



# ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY

(A Unit of Alva's Education Foundation @ Moodbidri)

Affiliated to Visvesvaraya Technological University, Belagavi

Approved by AICTE, New Delhi & Recognised by Government of Karnataka

Accredited by NBA (CSE & ECE)

DATE: 30/01/2023

## CERTIFICATE

This is to certify that **NAGBUSHAN C** bearing USN **4AL21BA049**, is a bonafide student of Master of Business Administration program of the Institute (2021-23) affiliated to Visvesvaraya Technological University, Belagavi.

The Internship report on "**KALYANI MOTORS PVT LTD., BANGALORE**" is prepared by him under the guidance of **Mrs. Maithri**, Senior Lecturer, PG Department of Business Administration in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belagavi, Karnataka.

**Mrs. Maithri**  
Internal Guide

**Mrs. Priya Sequeira**

DEAN

Dept. of Business Administration  
Alva's Institute of Engg. & Technology  
MIJAR - 574 225

**Dr. Peter Fernandes**  
Principal

PRINCIPAL

Alva's Institute of Engg. & Technology  
Mijar, MOODBIDRI - 574 225, Dist.

Shobhavana Campus, Mijar, Moodbidri - 574225, Mangalore, Karnataka, India

☎ 08258-262724 (O), 262725 (P) ✉ principalaiet08@gmail.com 🌐 www.aiet.org.in

## **DECLARATION**

I **NAGBUSHAN C** hereby declare that this Internship conducted at **KALYANI MOTORS** is a record of independent work carried out by me under the guidance of **Mrs. Maithri**. I also declare that this Internship is towards the partial fulfilment of the university regulation for the award of the degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone an internship for a period of four weeks. I further declare that internship is based on the original study undertaken by me and has not been submitted for the award of any degree from any other University/Institution.

Date: 28-02-2023

Place: Mijar

(NAGBUSHAN C)

## **ACKNOWLEDGEMENT**

I would like to take this opportunity to express my sincere gratitude to all those who have helped me throughout this organizational internship study. It gives me immense pleasure to acknowledge all those who have rendered encouragement and support for the successful completion of this work.

I would like to express my sincere thanks to Principal **Dr. Peter Fernandes, AIET, and Moodbidri**. And I express my deep sense of gratitude to my internal guide **Mrs. Maithri, Senior Lecturer** Department of MBA, for constant support and encouragement to carry out my internship project successfully without much difficulty.

I am privileged to thank our, HOD Of PG Department of Business Administration, **Mrs. Priya Sequeria**, Alva's Institute of Engineering and technology, Mijar. And it would be a failure in my part not to mention my parents, family and friends whose undying support and encouragement kept my going at times of need. Deepest thanks to you all. They are all indeed the reason for the successful completion of this internship.

## **TABLE OF CONTENTS**

<b>CHAPTER</b>	<b>TITLE</b>	<b>PAGE NO.</b>
CHAPTER – 1	<b>INTRODUCTION</b>	1
	1.1 History of Industry	2
CHAPTER – 2	<b>ORGANIZATION PROFILE</b>	
	2.1 Back ground	6
	2.2 Nature of Business	7
	2.3 Vision, Mission, Quality policy	8
	2.4 Workflow Model	9
	2.5 Product profile	11
	2.6 Ownership pattern	16
	2.7 Achievements/Awards	17
	2.8 Competitor Analysis	18
	2.9 Market share Analysis	18
	2.10 Skill matrix	20
CHAPTER – 3	<b>MCKINESY’S FRAME WORK AND PORTER’S FIVE FORCE MODEL</b>	22
CHAPTER - 4	<b>SWOT ANALYSIS</b>	32
CHAPTER - 5	<b>ANALYSIS OF FINANCIAL STATEMENTS</b>	35
CHAPTER - 6	<b>LEARNING EXPERIENCE</b>	49
	<b>BIBLIOGRAPHY</b>	51
	<b>ANNEXURE</b>	52

## **EXECUTIVE SUMMARY**

The company that has been chosen to do the organization study on is **KALAYANI MOTORS**. It belongs to Auto mobile Industry. The study report is divided into six chapters, each of which covers a distinct area of the company. The majority of the information, such as financial statements and balance sheets, may be found on Wikipedia and the company's official website. This research is being carried out in order to introduce students to the fundamentals of an organisation and to apply theoretical concepts through secondary research conducted online. The first chapter discusses the industrial background, future prospects, and competitive environment within the industrial framework, among other things.

The Organizational Profile section of the second chapter covers the company's history, nature of business, vision, mission, and quality policy, workflow model, product profile, ownership pattern, competitor analysis, and market share analysis.

The third part looks at McKinsey's 7S structure, which contains the Hard Ss: Strategy, Structure, System, Style, Staff, Skills (Skill Matrix), and Shared Values. These 7S are analysed from the perspective of the hierarchical construction, and they are extremely helpful in figuring out where the organization is going as far as in general industry execution. This section additionally covers Porter's five power model, which incorporates the danger of new participants, the danger of substitute items, contention among existing contenders, purchaser dealing power, and provider bartering power.

The SWOT Analysis, which depicts the organization's qualities, shortcomings, openings, and threats, is the fourth section. SWOT investigation permits us to look at and expect how we might utilize our qualities and freedoms to moderate our shortcomings and threats.

The fifth chapter focuses on Financial Statement Analysis, which helps us understand the company's financial status.

The sixth chapter gives me the opportunity to discuss my learning experiences from the organisation study that I completed my internship.

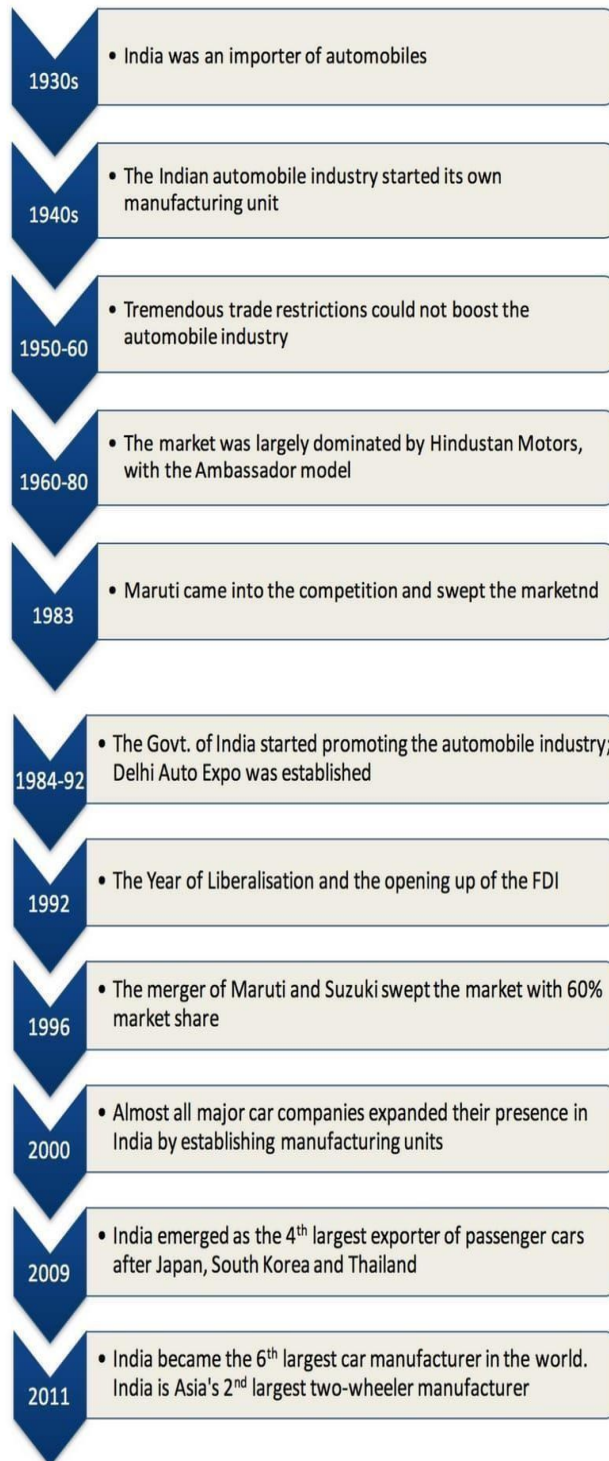
**CHAPTER – 1**  
**INTRODUCTION ABOUT THE INDUSTRY**

## **1.1 HISTORY OF INDUSTRY**

The automotive sector is attractive to study because it is enormous, competitive and only a few years older than a century due to the impact of globalisation, greater regulations due to environmental concerns and rising fossil fuel prices due to diminishing oil sources it is predicted to experience considerable changes in recent years various advancements in fuels, vehicle components, social infrastructure and manufacturing processes as well as changes in markets traders and company structures have all influenced the growing of the automobile industry.

CAPTAIN NICHOLAS a French engineer developed the first self-propelled freight vehicle in 1769 It was a four-seater three-wheeled vehicle with a steam engine Lenoir created the first automobile in 1862 He developed a gas-powered internal-combustion engine that was small the design was based on the petrol-powered variant T ford the first mass-produced automobile was released in 1908 and sold 15 million units Engines work on similar principles even today in 1920 considerable advancements were made in all aspects that functioned at all conductions were comfortable to ride and were simple to use the first car was driven on Indian roads in 1897 India did not have its own automotive sector until 1940 when vehicles were first introduced Previously cars were imported from the United Kingdom, Italy, Germany, the United States and other countries India introduced its first car the "Baby Hindustan" from Hindustan Motors in 1940 and Mahindra & Mahindra was originated by two brothers in 1945 with the production of jeeps CJ-3A utility vehicles the government of India and the private sector created an automotive component manufacturing business to feed the vehicle industry after independence in 1947 Imports of automobiles were banned in 1953 the Indian automobile business is in a growth period which began primarily as a result of the Indian economy's liberalisation, privatisation, and globalisation (LPG) Today Indian car manufacturers are able to produce cars that satisfy worldwide standards this study aims to learn about customers perceptions of Maruti Suzuki single of India's oldest and most powerful market players with the goal of anticipating new products from the company despite the fact that the Indian automobile industry was founded in the late 1940s there was

no expansion or technical improvement since passenger automobiles were assigned a low priority in the Centralized Economic Planning scheme. In the 1980s the automobile industry was experiencing technical stagnation with low production volumes, high costs, and low productivity. The consumer had few options and the market only sold about 30,000 cars per year. There was a clear need to supply clients with a cost-effective, dependable, and high-quality vehicle. On February 24, 1981, Maruti Suzuki India Limited was established as a completely owned government company with the goal of expanding and technologically upgrading the vehicle industry. With the introduction of Maruti Suzuki in 1984, Indian customers were given a taste of modern technology, reliability, and an understanding of international quality standards. The Indian automobile industry, which had never experienced competition due to policy, a protected and closed economy, remained dormant and slow to respond. A small number of firms continued to offer obsolete technologies. Given the disruption in the business caused by Maruti Suzuki's arrival, the existing two companies did very little to upgrade their outdated technology. As a result, Maruti has dominated the Indian passenger car industry. Unfortunately, due to a lack of foreign exchange, Maruti was unable to keep up with worldwide technical advancements. Despite a joint venture with one of the world's most reputable manufacturers, India has made little progress in terms of technological advancement; many vehicle parts, notably the gearbox, were still imported, negating a lot of the benefits. India would have benefited from a technology transfer otherwise. With its new models, Maruthi-800, Omni, and Zen, Maruti Udyog Limited overtook all the main manufacturers with its attractive prices. By 1988, Maruti controlled 84 percent of the vehicle market. New entrants choose the luxury car class as part of their market entry strategy to raise brand awareness. Today's UN spectacle is how many automobiles there are; too few Indians for a country that used to produce 1.81 million cars per year. In 1991, India now manufactures over 7.8 million automobiles per year, and the market has shifted from a seller's to a buyer's market. DAEWOO was the first multinational corporation to bring a car to the Indian market.



## **CHAPTER – 2**

# **ORGANIZATION PROFILE**

## **2. 1 BACKGROUND**



**Maruti Udyog Ltd. (old Logo)**



**Maruti Suzuki India (current logo)**

Maruti Suzuki is one of India's largest automobile manufacturers and the market leader in the car segment in terms of vehicle sales and revenue. It began on February 24, 1981, as Maruti Udyog Ltd, which was held by the Indian government till 2003 when it was traded to Suzuki Motor Corporation, although production began in 1983 with the Maruti 800, which was India's only modern car at the time. The company's headquarters are in New Delhi. The Indian government, on the other hand, announced a 25% initial public offering in June 2003. Since its debut in 2004, Maruti Suzuki has manufactured over 5 million automobiles. The firm presently exports over 50,000 vehicles per year and has a strong domestic market in India, where it sells over 730,000 vehicles annually. The Maruti 800 has been India's best-selling small car since its launch in 1983. This vehicle has sold over a million units all over the world. In the A2 sector, the Maruti Suzuki Alto is now the best-selling vehicle, whereas the Maruti Suzuki Swift is the best-selling vehicle in the A1 segment. Maruti Suzuki cars account for more than half of all autos sold in India. Maruti Suzuki automobiles are sold on the basis of export orders in India and a few other countries. Suzuki Motor Corporation distributes and manufactures models that are identical to Maruti Suzuki in Pakistan and other South Asian nations (but are not made by Maruti Udyog). Maruti Suzuki traded 76,484 automobiles in 2007-2008, 53,024 of which were exported. Since the company's inception on December 14, 1983, over six million Maruti Suzuki vehicles have been sold in India. In India, Maruti Suzuki has two cutting-edge manufacturing sites. The first is a 300-acre plot in Gurgaon, while the second is a 600-acre plot in Manesar, North India. Gurgaon is a large city with a wide range of services. Maruti Suzuki has three fully integrated units in Gurgaon. Despite the fact that the three factories have a combined installed capacity of 350,000 vehicles per year, the Gurgaon facilities have been able to produce approximately 700,000 vehicles per year throughout the years thanks to a series of productivity improvements and shop floor

Kaizens. Over 150 robots have been installed across the complex, with 71 of them being constructed on-site. In Japan, almost half of our shop floor employees have been with us for several years.

Maruti Udyog Ltd. was listed on the BSE and NSE after a public offering that was tenfold oversubscribed. Since its introduction in 1983 the Maruti 800 has been India's best-selling compact automobile. Maruti Suzuki automobiles have sold more than a million units in India. Maruti Suzuki started an advertising campaign in 2003 called "Change Your Life" to attract customers. In 2005 Suzuki released the Swift a five-door hatchback with a 1.3-liter engine.

Suzuki and Maruti formed a new joint venture Suzuki Automobiles India in 2006 with the goal of establishing two new manufacturing units one for vehicles and the other for engines. New models that fulfil the new Bharat stage III emission requirements have been introduced resulting in cleaner automobiles. Maruti Suzuki sold ten million cars in India in February of 2012. It controlled 45 percent of the market in July 2014. The company created its 15 millionth vehicle a speedy dzire in India in May of 2015.

When the Bharat stage VI emission requirements take effect in 2020 Maruti Suzuki said in 2019 that it would phase out the production of diesel automobiles. We made this decision so that we can satisfy the corporate average fuel economy (CAFE) criteria in 2020 according to Chairman R C Bhargava and a bigger share of CNG cars will help us reach the norms. I am hoping that the union government's initiatives will aid in the growth of the CNG vehicle market. Maruti Suzuki diesel automobiles account for 23% of the company's annual sales.

The Maruti Suzuki waggon electric which the firm plans to deliver in 2021 has been observed multiple times recently as a test mule.

## **2.2 NATURE**

Maruti Suzuki India Limited (MSIL) is India's biggest traveller car producer and an auxiliary of Suzuki Motor Corporation of Japan. Maruti Suzuki is viewed just like the impetus for India's vehicle upheaval. In India, the firm works in the traveller car creation and deals industry. Maruti Suzuki has developed from a solitary vehicle, the notable Maruti 800, to a huge arrangement of 16 models

with more than 150 variations. From little vehicles like the Alto 800 and Alto K10 to extravagance cars like the Ciaz, Maruti Suzuki makes a wide scope of autos. Working with used vehicle deals, armada the board, and auto money are among different tasks.

Maruti Suzuki India Limited (MSIL) is India's biggest traveller car producer and an auxiliary of Suzuki Motor Corporation of Japan Maruti Suzuki is respected with introducing the country's vehicle upheaval In India the organization takes part in the traveller vehicle production and deals business Maruti Suzuki has developed from a little start with the well-known Maruti 800 auto to an immense cluster of 16 vehicle models with more than 150 variations Maruti Suzuki's model line incorporates anything from little cars like the Alto 800 and Alto K10 to extravagance cars like the Ciaz Facilitation of used car deals, armada the executives, and vehicle financing are among different exercises

The organization has creation offices in Haryana's Gurgaon and Manesar just as a state-of-the art

R&D Centre in Rohtak in February 1981 the Company then, at that point, known as Maruti Udyog Limited was framed as a joint Venture between the Government of India and Suzuki Motor Corporation of Japan Suzuki Motor Corporation presently holds 56.2 percent of the organization's stock The National Stock Exchange (NSE) and the Bombay Stock Exchange (BSE) both exchange the Company's portions (BSE).

## **OBJECTIVES**

India's largest car maker Maruti Suzuki India Ltd aim to increase its market share in the lucrative sport utility vehicle (SUV) segment by repositioning its crossover vehicle the S-cross as a mid-size SUV and aggressively pushing the petrol variant of entry level SUV the Vitara Brazza.

## **2.3 VISION AND MISSION QUALITY POLICY**

### **Vision**

“The leader in the Indian automobile industry, Creating Customer Delight and shareholder's wealth, A Pride of India”.

## **Mission**

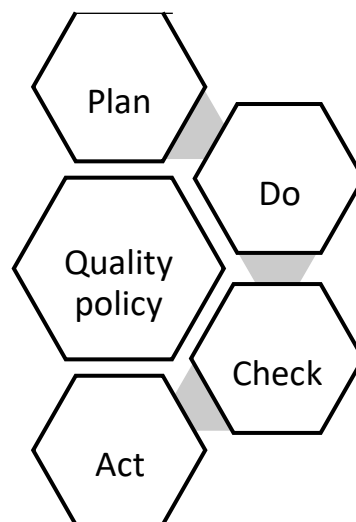
- Modernizations of the Indian automobiles industry
- Production of fuel-efficient vehicles
- Production of large number of vehicles, which is necessary for economic growth
- Developing cars faster and selling them for less
- Partner relationship management, value chain, value delivery network

## **Core value**

- Customer obsession
- Fast, flexible and first mover
- Innovation and creativity
- Openness and learning

## **QUALITY POLICY**

To have product used by consumer safety and security all departments involved in the process, including product design and development, manufacturing at plant, sales to consumer at market and provision of after-sales service, are promotion action cross-function to improve the viewpoint of customers.



## **2.4 WORKFLOW MODEL**

Maruti Suzuki has two operational plants in India one in Gurgaon which opened in 1982 and produced the first SS80 in 1983 and the other in Manesar which opened in 2006 the Gurgaon facility was upgraded multiple times between 2005

and 2006 but the current plant in Manesar is truly state-of-the-art It contains a total of 1,100 robots

The majority of which are utilised for precision chassis welding these robots are all designed for specific tasks there are a total of 7000 pairs of hands working in the factory to build these cars with extreme precision these employees in conjunction with the robots create 3100 vehicles every day or 2.15 automobiles per minute in a 480-minute shift they are able to do this while maintaining 98 percent efficiency and having only 1.8 minutes of assembly line downtime MSIL produces one car every ten seconds if you add the 2700 cars produced in Gurgaon this is no small task and it necessitates a well-oiled machine that runs like a clock 24 hours a day 7 days a week as a result this plant has approximately 10 kilometres of running conveyor belts that transport the car body and parts as workers attach various components Press Shop -> Weld Shop -> Paint Shop -> Assembly Shop -> Vehicle Inspection is the production flow.

The Press and Weld Shops are almost entirely automated the Press Shop bends metal sheets into shapes that are used in the manufacturing process the Press Shop bends metal sheets into shapes that go into the chassis and door In the weld shop these sections are subsequently welded together the Weld Shop was a pleasure to see with robots using 3D and 3K guiding principles to reach out in tight spaces and spot weld different pieces of the chassis together.

The doors are removed once the body shell is painted and installed individually at a later time this permits worker working on the body to have easier access to the cabin a team of workers then assembles each component. A robotic arm was placing the complete dashboard in place while workers were putting the screws in place to fix the dashboard the majority of the parts are pre-assembled and only need to be fastened to the body of the car While seeing the cars being put together was fascinating the level of planning that goes into having the proper assembly at the right time and place is even more amazing Each assembly line produces multiple automobile models adding to the complexity of parts supply the parts must be just-in-time and sequenced correctly the production planning is so meticulous down to the last bolt that the next component a worker picks up will be part of the automobile they are now putting together they have such sophisticated systems in place that if the wrong part is selected an alarm would

sound Fine grained control enabled by technology eliminates any margin for error resulting in extremely high precision and output the automobiles are manufactured from the ground up and then pulled off the assembly line driven to a test area and then parked on the lot waiting to be sent to their excited purchasers.

## **2. 5 PRODUCT AND SERVICE PROFILE AND OWNERSHIP PATTERN**

### **CURRENT MODELS**

<b>Model</b>	<b>Production</b>	<b>Outlet</b>
<b>Wagon R</b>	1999-present	Arena
<b>Maruti Eco</b>	2010-present	Arena
<b>Swift</b>	2005-present	Arena
<b>Ertiga</b>	2012-present	Arena
<b>Alto</b>	2012-present	Arena
<b>Celerio</b>	2014-present	Arena
<b>Ciaz</b>	2014-present	Arena (2014-2016) NEXA

		(2017-present)
<b>Baleno</b>	2015-present	NEXA
<b>S-cross</b>	2015-present	NEXA
<b>Vitara Brezza</b>	2016-present	Arena
<b>Dzire</b>	2017-present	Arena
<b>Ignis</b>	2017-preset	NEXA
<b>XL</b>	2019-preset	NEXA
<b>S- presso</b>	2019-preset	Arena

**Discontinued model**

<b>Model</b>	<b>Released</b>	<b>Discontinued</b>
<b>800</b>	1983	2014

<b>Omni</b>	1984	2019
<b>Gypsy king</b>	1985	2017
<b>1000</b>	1990	2000
<b>Zen</b>	1993	2006
<b>Esteem</b>	1994	2007
<b>Baleno</b>	1999	2006
<b>Baleno Altura</b>	2000	2006
<b>Alto</b>	2000	2012
<b>Versa</b>	2001	2010
<b>Grand VitarXL7 (imported)</b>	2003	2007
<b>SX4</b>	2011	2014

<b>A-star</b>	2017	2014
<b>Swift Dzire</b>	2008	2017
<b>Z Ritz</b>	2008	2016

## **SERVICE**

In India, Suzuki has 3792 assistance stations in 1861 urban areas. The main part of the assistance stations is diversified, and Maruti Suzuki teaches nearby staff. Furthermore, if the car is put outside of a typical assistance community, the expedited administration station allots a repairman to the vehicle.

### **Nexa**

Nexa another showroom network for Maruti Suzuki premium vehicles was presented in 2015.

The Baleno, S-cross, XL6, Ciaz, and Ignis are as of now accessible through NEXA showrooms NEXA stores were quick to sell the S cross as part of the organization's moderate objective of 2 million yearly deals by 2020 new models will be added to the two channels.

### **Maruti Insurance**

Beginning around 2002, Maruti Suzuki has offered vehicle protection to its customers through Bajaj Allianz New India Assurance and Royce Sundaram. The help started as an advantage or worth expansion to customers with the establishing of two firms, Maruti protection appropriation administrations Pvt Ltd and Maruti protection dealers Pvt Ltd, and had the option to increase rapidly by December 2005, selling more than 2,000,000 protection arrangements.

### **Maruti finance**

To help the organization's main concern, extend Prior to the starting of Maruti Finance in January 2002, Maruti Suzuki had framed two joint endeavors, Citicorp Maruti and Maruti Countrywide, with Citigroup and GE Countrywide, individually, to help its clients in getting advances. Maruti Suzuki helped out ABN Amro Bank, HDFC Bank, ICIC Limited, Kotak Mahindra, SBI, Standard Chartered Bank, and Sundaram, among other huge vehicle finance accomplices

### **Maruti true value**

Maruti Suzuki genuine support of its customers is a commercial centre for utilized Maruti Suzuki vehicles with the utilization of this assistance one can buy sell or trade utilized Maruti or non-Maruti vehicles all through India as of August 2017 there are 1190 areas in 936 urban communities.

### **N2N fleet management**

Gas Authority of India Ltd, DuPont, Reckitt Benckiser, Doordarshan, Singer India, National Stock Exchange of India, and Transworld are among the organizations that have pursued N2N armada the board which gives rent and armada the executives to corporate customers.

### **Accessories Maruti Suzuki**

Numerous auto part organizations except for Maruti Suzuki started to offer viable parts and embellishments representing a genuine danger to the organization's income therefore Maruti Suzuki dispatched another drive called Maruti Genuine Accessories which sells frill, for example, combination wheels, body covers, and covers and so forth these products are accessible in India through seller stores and approved assistance stations.

### **Driving school for Maruti vehicles**

As a component of its corporate social obligation Maruti Suzuki set up a Maruti driving school in Delhi which was then extended to other Indian urban areas.

In India, Suzuki has 3792 service stations in 1861 cities. The bulk of the service stations are franchised, and Maruti Suzuki educates local staff. In addition, if

the automobile is placed outside of a normal service centre, the express service station assigns a repairman to the vehicle

## **2.6 OWNERSHIP PATTERN**

- From 1971 to 1977 Sanjay Gandhi filled in as the principal overseeing head of a firm entitled Maruti Limited which was shaped under the Companies Act.
- From 1981 to 1984 the public authority rescued Maruti and started searching for a functioning unfamiliar partner Suzuki was picked due to its skill in little vehicle fabricating and the organization Maruti Udyog Limited was established in 1981 Suzuki bought a 26% stake in the organization with the choice to expand it to 40%.
- In 1987 Suzuki practices its choice to purchase more stock and raises its stock possessions to 40%.
- The kick off of the Indian economy draws in a surge of unfamiliar organizations which benefits Suzuki and lifts its stock to half the organization is as of now not a public area undertaking however an Indian organization run on Japanese standards and a pivoting plan for selecting the overseeing chief is conceived with the public authority and Suzuki on the other hand naming possibility for a very long time.
- In 2002 the public authority privatizes Maruti and Suzuki procures a 54.24% interest in the organization.
- Maruti Suzuki is recorded on the BSE and NSE in 2003 after an IPO that was 7.82 occasions oversubscribed the public authority sold a fourth of its proprietorship in the organization Suzuki unfamiliar foundation financial backers hold the most value at 20.3 %followed by banks and monetary establishments like LIC at 12.7% and the overall population claims 2.46% of the organization today after the public authority sold a greater amount of its stake and left the organization in 2007 by auctioning off the remaining value today
- After Suzuki unfamiliar establishment financial backers hold the most value at 20.3% followed by banks and monetary organizations like LIC at 12.7% and the overall population possesses 2.46% of the organization.

## **2.7 ACHIEVEMENT AND AWARDS**

- Maruti Suzuki Vitara Brezza with diesel variant as won the ICOTY AWARD 2017.
- Gold trophy for skill development through PPP Model at the Assocaham's skilling India Awards 2018.
- Car of the year and best MPV of the year at the auto Portal Annual Awards 2018.
- Company of the year 2018 for incredible business execution from business standard.
- Ertiga-Car of the year and MPV of the year at the Awards 2018
- Platinum safety Awards at the 7<sup>th</sup> FICCI Safety System Excellence Awards 2018.
- 2018 National Safety Award for Excellence in Automobile Industrial Safety category according to the Ministry of Labour and Employment India's government.
- Frost & Sullivan and TERI's Sustainability 4.0 Award for Leaders Mega Large Business in Automotive Sector 2018 Platinum Safety Award for Excellence in Safety Systems at the 7th FICCI Safety Systems Excellence Awards 2018.
- Platinum Award for Safety during the 7th FICCI Awards for Excellence in Safety Systems the 2018 Safety Systems Excellence Awards.
- Certificate of Platinum for Haryana's Best CSR Practices at the First 2018 Haryana CSR Summit Commendation for Importance Success at the 2018 CII-ITC Sustainability Awards.
- Green Technology Safety 2019 Platinum Award for excellent accomplishments in the field of safety management in the automotive industry.
- Premium hatchback of the year and best MPV of the year at the vehicle India Awards 2019.
- Maruti Suzuki swift has won the ICOTY AWARD 2012 and once again in 2019.
- Ninth position in 2022 among the most trusted brand of India.

## 2.8 COMPETITORS ANALYSIS

In past five years the sales of vehicles as changed rapidly from 7,61,485 units in FY17 to 10,19,394 units in FY22 with the covid-19 the country as witness a massive rise in virus cases were original equipment manufacturers (OEM) plant shutdown supply chain interruption severe impact on Indian remote areas and all negative judgment in Indian economy.

The top contenders are Honda, Toyota, goodby engines, Hyundai, kia, Mahindra and Mahindra and so forth Maruti Suzuki is biggest carmaker its piece of the pie has drop from 50.5% in 2021 to 33.9% in September 2022 Hyundai holds its second right on target deals graph with a 17.8 % portion of the overall industry up marginally from 17.2% in September last year Tata engines saw the greatest addition in portion of the overall industry last month up to 13.8% from 7.2% in September 2022 Kia India took the fourth spot with a portion of the overall industry of 7.77% followed by Mahindra at 7.06% Toyota Kirloskar engines came in 6th spot with a portion of the overall industry of 4.9%.

Cars Sales Snapshot in India for the month of September 2022										
RANK	OEM	YoY Analysis			MoM Analysis			Market Share Change		
		Sep'22	Sep'21	GROWTH	Sep'22	Aug'22	GROWTH	Sep'22 MS	Sep'21 MS	MS Diff
1	Maruti Suzuki	1,48,380	63,111	135.1%	1,48,380	1,34,166	10.6%	41.8%	33.7%	8.11%
2	Hyundai	49,700	33,087	50.2%	49,700	49,510	0.4%	14.0%	17.7%	-3.7%
3	Tata	47,655	25,729	85.2%	47,655	47,170	1.0%	13.4%	13.7%	-0.3%
4	Mahindra	34,262	12,863	166.4%	34,262	29,615	15.7%	9.7%	6.9%	2.8%
5	Kia	25,857	14,441	79.1%	25,857	22,322	15.8%	7.3%	7.7%	-0.4%
6	Toyota	15,378	9,284	65.6%	15,378	14,959	2.8%	4.3%	5.0%	-0.6%
7	Honda	8,714	6,765	28.8%	8,714	7,769	12.2%	2.5%	3.6%	-1.2%
8	Renault	7,623	7,326	4.1%	7,623	7,012	8.7%	2.1%	3.9%	-1.8%
9	VW	4,103	2,563	60.1%	4,103	2,057	99.5%	1.2%	1.4%	-0.2%
10	MG	3,808	3,241	17.5%	3,808	3,823	-0.4%	1.1%	1.7%	-0.7%
11	Skoda	3,543	3,027	17.0%	3,543	4,222	-16.1%	1.0%	1.6%	-0.6%
12	Nissan	3,177	2,816	12.8%	3,177	3,283	-3.2%	0.9%	1.5%	-0.6%
13	Citroen	1,386	72	Auto Pundit	1,386	850	63.1%	0.4%	0.0%	0.4%
14	Jeep	1,116	1,311	-14.9%	1,116	1,321	-15.5%	0.3%	0.7%	-0.4%
15	Ford	0	1,508	-100.0%	0	0	Auto Pundit	0.0%	0.8%	-0.8%
TOTAL		3,54,702	1,87,144	89.5%	3,54,702	3,28,079	8.1%	www.autopundit.com		

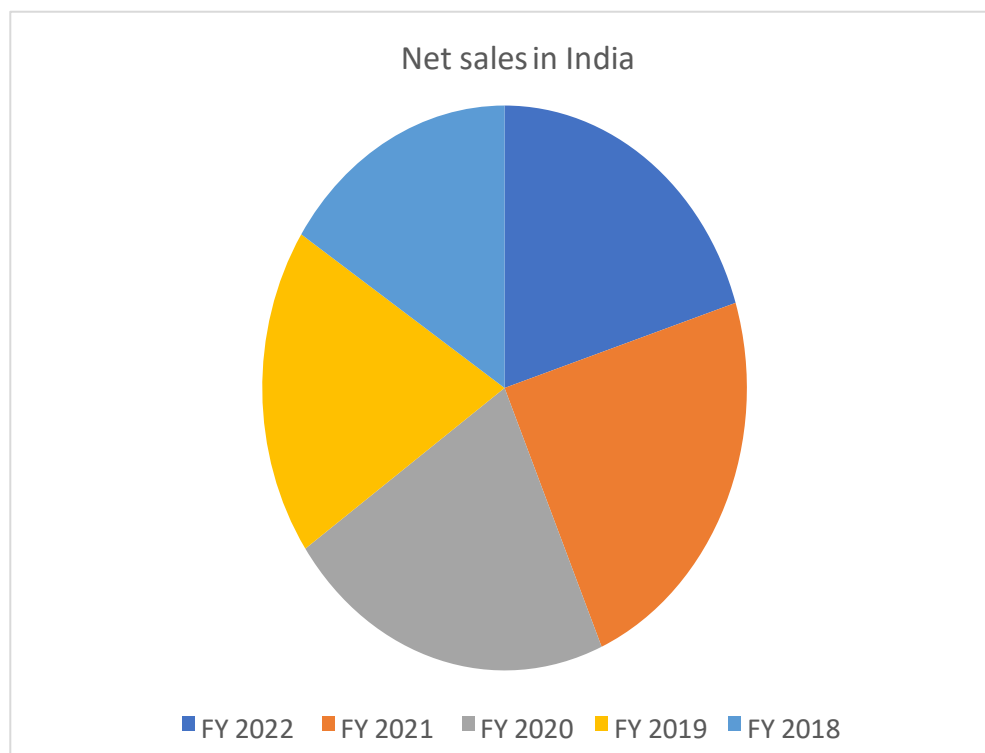
## 2.9 MARKET SHARE ANALYSIS

At the ending of fiscal year 2020 Maruti Suzuki India Limited had net sales of over 716 billion Indian rupees in 2020 the Indian company had a market share of more than 50% in the passenger vehicle segment. Product portfolio Maruti Suzuki categorises its passenger vehicle product portfolio into three categories:

automobiles utility vehicle and vans In the passenger car market Maruti Suzuki's Alto was the most popular model in the financial year 2019 his business produced seven of the top 10 best-selling automobiles in India Wagor R, a hatchback, and Dzire, a small sedan were two more popular models in the passenger car market I n the utility vehicle segment, there were three items, one of which was the Ertiga a multi-purpose vehicle in the van segment Eeco was the sole option Omni one of Maruti Suzuki's best-selling and in demand vehicles was discontinue in April 2019.Due to the advent of updated and expanded safety regulations one of its most popular and in-demand vehicles after 35 years of service.

### Situational analysis

Hyundai was Maruti Suzuki's most direct opponent in the passenger car segment in the financial year 2019 with a market share of over 16% In the year 2019 Hyundai sold over 390,000 vehicles Among all Hyundai models, the I10 Grand had the greatest sales volume in 2019 Mahindra, Tata, and Honda are a few other key participants.



## **2.10 SKILL MARTIX**

### **Principle 1**

Kaizen is a Japanese word that signifies "consistent improvement" "I have just been turning out here for a considerable length of time however I have as of now figured out how to give three recommendations for development" says Mehul Waghela who moved on from JIM with distinction and presently works at the Suzuki Motors office in Hansalpur for somebody who is focused on this way of thinking recognizing waste and planned misfortunes turns out to be natural.

### **Principle 2**

While this might seem like another Maruti Suzuki Swift model 5S is a way of thinking that JIM understudies live by Simply put it involves

- Seiri (sorting): To determine what is and is not required.
- Seiton (ordering): To prepare ready to choose what you need.
- Seiso(cleanliness): Keeping your workplace clean by removing garbage, dust, and grime.
- Seiketsu(standardisation): To repeat Seiri-Seiton-Seiso on a set timetable in order to develop and maintain the workplace environment.
- Shitsuke (maintenance of discipline):
  - a. To keep an eye on what has been determined.
  - b. To train people to keep an eye on.

On the shop floor 5S further develops productivity empowers conduct change and features issues "Before there would be finished bedlam when the understudies were leaving the foundation for the afternoon" says Siddharth Sonar Maruti Suzuki's Manager of Skill Development "We made a framework where the finishing off should be possible in a coordinated way utilizing the 5S standards in every one of the homerooms you won't ever track down anything awkward" While this might seem, by all accounts, to be a kind of web innovation 3G is a basic Japanese administration technique.

### **Principle 3**

- Genchi: Visit the plaza in its entirety.
- Genbutsu: Look at the real thing.
- Genjitsu: Take the appropriate steps.

The 3G methodology as per G.S Bairwa a Maruti Suzuki exchange master with more than thirty years of aptitude empowered him to find an issue that saved the organization an entire day of creation 500 cars.

### **Principle 4**

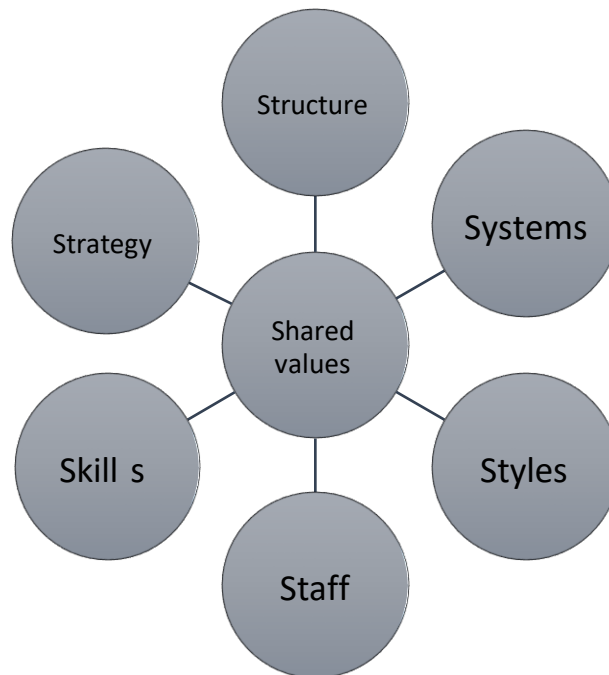
Ho-Ren-So At JIM, cooperation is stressed vigorously which is the place where the guideline of Ho-Ren-So becomes an integral factor It's a truncation for three Japanese words.

- Hokoku: To ensure openness you should always report to your supervisor.
- Renraku: This term refers to informing your boss and teammates in a company information sharing is critical.

Sodan: it's a Japanese word that signifies "to counsel." It isn't needed for you to have every one of the appropriate responses as a chief the capacities bestowed to understudies by these standards consider a smooth progress from study hall figuring out how to working in an expert job Mayur a hopeful vehicle professional uses the 5S standards to keep his work environment quite clean which means a messiness free residing climate where he can be calm JIM furnishes a total learning climate with a hearty prospectus planned by the Association for Overseas Technical Scholarship (AOTS) Japan under the protection of the Ministry of Economy, Trade and Industry (METI) Japan It changes understudies into industry-prepared worldwide laborers and consequently they are ready to take on any difficulties that the rest of the world tosses at them.

**CHAPTER 3**  
**MIKENSY'S 7s FRAME WORK AND**  
**PORTER'S FIVE FORCE MODEL**

## **MICKENSY'S FRAME WORK**



The 7 elements identified in the Mckinsey 7s model can be categorized as being hard or soft in nature. They are identified as:

### **HARD ELEMENTS**

- Strategy
- System
- Structure

### **SOFT ELEMENTS**

- Shared values
- Skills
- Style
- Staff

Maruti Suzuki India has a humble extent of the Indian market. Consistently, utilizes the McKinsey 7s model to expand execution and assemble fruitful change the executive's methodology. Maruti Suzuki India Limited showcasing canters around the seven viewpoints recorded in the model to guarantee that the contributions' presentation norms are reliably kept up with and improved.

## **HARD ELEMENTS**

The McKinsey 7s model's most difficult parts are procedure, construction, and frameworks. The hard aspects of the model are less difficult to spot, have a more substantial shape, and are straightforwardly controlled and impacted by the organization's initiative and the board.

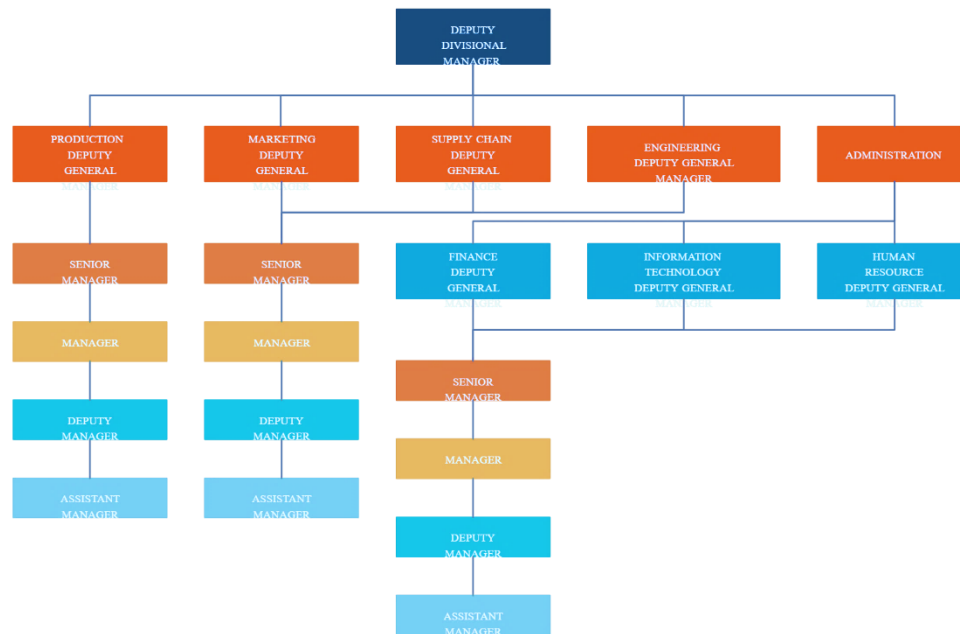
### **○ Strategy**

Suzuki exhibits adaptability and flexibility not simply by reacting rapidly to changing customer patterns all through the world, yet additionally by tweaking its merchandise for assorted districts and societies. The showcasing procedure and whole marketable strategy of Maruti Suzuki India Limited are obviously characterized and conveyed to all representatives and partners. This assists the organization with overseeing execution, guide tasks, and foster new methodologies to help the business technique. It's likewise key in supporting the association in impacting representative, staff, and partner conduct toward accomplishing objectives SMART Goals are set up as per the organization's essential system and contain short and long-haul cutoff times. Workers might utilize the business system as a guide to assist them with picking activities and practices that will assist the organization with accomplishing its objectives. Consistently, Maruti Suzuki India Limited's advertising technique thinks about moving customer patterns and needs, just as changing shopper market designs and consuming conduct. It permits the organization to remain cutthroat and applicable to its objective client portions while likewise finding market request holes.

### **○ Structure**

Maruti Suzuki India Limited Marketing is upheld by moderate and learning associations and has a compliment hierarchical construction. With less authoritative layers among them and more admittance to top administration and initiative, representatives feel quieter and more certain, and they have more admittance to data. Between departmental groups are regularly shaped by the organization's divisions for ventures and assignments that need various capacities. Cross-departmental joint effort is efficient and productive inside and out. At Maruti Suzuki India Limited Marketing, collaboration and group

situated liabilities are underscored. Occupations that require additional consideration and perusing are given explicit tasks and work liabilities. there are 29 divisions in Maruti and are headed by one divisional head which is functional post these division are divided into 132 departments and which are headed by one departmental head and which is again a functional post.



## ○ System

Maruti Suzuki India Limited Marketing has grown distinct and explicit designs to guarantee that business activities are taken care of productively and that conflicts and contentions are stayed away from. In every one of the referenced and delimited frameworks, Maruti Suzuki India Limited Marketing has created specific devices and methodology to fill in as controls for assessing execution and arriving at targets. Numerous offices have their own arrangement of controls and measures that vary dependent on their obligations and activities. Maruti Suzuki India Limited Marketing actually looks at its frameworks consistently, using the controls set up. This presentation appraisal is finished consistently most of this is refined through easy going conversations and perception. Formal execution assessments are additionally held semi-yearly or quarterly, contingent upon the prerequisite and earnestness of the undertakings and assignments allotted. Maruti Suzuki India Limited is an Indian firm. Advertising has clear

cut systems set up to ensure great business activities and the evasion of contentions and debates. Advertising frameworks at Maruti Suzuki India Limited are normally departmental in character, and incorporate, for instance

- Human asset the executives
- Finance
- Marketing
- Operations
- Sales
- Supply chain the executives
- Public Relation Management
- Strategic initiative

### **SOFT ELEMENT**

The soft element of the McKinsey 7s model thusly incorporate

- Shared Values
- Staff.
- Style.
- Skills.

These components are less substantial in nature and are more impacted by the hierarchical culture as such the administration doesn't have direct impact or command over them.

#### **➤ Shared values**

Maruti Suzuki India Limited Marketing guarantees that its authoritative culture is strong of variety and that it has inside frameworks set up to dispose of bias in light of the fact that the firm has an overall presence and creation areas in various nations. The corporate culture at Maruti Suzuki India Limited Marketing likewise upholds advancement and imagination by permitting individuals and groups to fill in their capacities and characters. Guarantees that all work liabilities and positions are in accordance with the organization's essential standards This implies that Maruti Suzuki India Limited's advertising activities, methods, and key methodologies will be generally directed by the organization's guiding principle. Keeping a predictable and reliable brand picture, just as a

transparent organization culture, is basic. Maruti Suzuki India Limited Marketing constructs and imparts its centre standards to make an innovative and strong hierarchical design that permits representatives to perform at their best while additionally expanding their inspiration and dependability to the firm. Maruti Suzuki India Limited Marketing's key thoughts incorporate they are:

- Creativity
- Honesty
- Transparency
- Accountability
- Trust
- Quality
- Heritage

Maruti Suzuki India Limited's promoting division additionally ensures that the organization's exercises as a whole and tasks cling to solid moral and moral guidelines that have been reclassified and benchmarked against overall standards. The corporate culture of Maruti Suzuki India Limited Marketing energizes advancement and innovativeness by permitting people and groups to assemble their vocations and characters.

#### ➤ Style

Maruti Suzuki India Limited's showcasing approach is shared. Maruti Suzuki India Limited Marketing can connect with and include its staff in dynamic cycles and administrative decisions by utilizing a participatory authority style. Participative initiative has demonstrated to be amazingly compelling in achieving the organization's business objectives and vision. Representatives accept they are contributing individuals from the association, and their thoughts, ideas, and assessments are regarded. Maruti Suzuki India Limited's promoting division is fit for including and drawing in its staff in navigation and the board processes. Workers are perceived as dynamic individuals from the association, and their thoughts, viewpoints, and commitments are regarded. To accomplish the organization's financial objectives and vision, participatory administration is very advantageous.

## ➤ Staff

The manner by which the organization's laborers are created prepared and propelled. All Maruti workers are needed to wear a uniform of a similar shading and texture quality providing them with a feeling of having a place everybody in the organization ate at a similar flask they rode in similar transports with no inclination for guest plans. Workers showed up sooner than expected for their shifts so that there was no vacation between shifts When a Maruti client goes into a showroom the Dealer Sales Executive who is the principal resource with the client is educated on inviting decorum Under the CRM division Maruti has a committed client objection the board unit.

Across its worldwide exercises, Maruti Suzuki India Limited Marketing has a reasonable number of laborers. Representatives for different work types and positions are utilized both inside and remotely, contingent upon the measure of direness and skill fundamental. Therefore, plainly Maruti Suzuki India Limited Marketing has staff that are equipped for their work assignments and positions. For expertise level headway, both outer and in-house preparing is accessible Maruti Suzuki India Limited Marketing has utilized countless workers the quantity of representatives differs from one country to another according to the prerequisites and necessities of the business and tasks. In India there are 19,945 representatives.

## ➤ Skills

Maruti Suzuki India Limited Marketing places a solid accentuation on fostering its laborers' abilities and capacities. It holds incessant inward and remotely oversaw preparing and studios to give representatives with opportunities for development and advancement. Maruti Suzuki India Limited Marketing centres around the individual and expert advancement of its laborers and works with them as needs be. Its advertising group is amazing, with superb gifts and abilities. All staff are employed dependent on their certifications and legitimacy. Maruti Suzuki India Limited Marketing invests heavily in utilizing and sustaining the best specialists in the business to assist the organization with developing and thrive. Maruti Suzuki India Limited Marketing utilizes a deeply

qualified and skilled labour force, and all representatives are recruited based on their capabilities and legitimacy. Maruti Suzuki India Limited Marketing lays a significant spotlight on preparing and advancement of its representatives. At Maruti Suzuki India Limited Marketing, staff abilities are created explicitly for work obligations and necessities, giving the organization an upper hand when contenders can't coordinate with representative gifts or preparing.

### **PORTER'S FIVE FORCES MODEL**



In auto assembling industry rivalry differs from one country to another the world most eminent automakers are Japan-based on account of mechanical headway and moderate society the significant contenders of Suzuki are Toyota, Honda and Nissan.

## **COMPETITIVE RIVALRY IN THE MARKET**

The seriousness of the car fabricating area shifts by country. There is wild rivalry in the Japanese car industry, and rising interest for Japanese vehicles has supported contest. Japan is home to a portion of the world's most notable automakers because of mechanical accomplishments and a complex culture. Toyota Motor Corp., Nissan, and Honda are Suzuki Motor's essential rivals. Suzuki Motors accomplished a benefit of 8.1 billion out of 2020, carrying all out deals to 29.9 billion Nissan's deals totalled \$74.1 billion around the same time, with a net benefit of 9.3 billion. With deals of 256.6 billion and a benefit of 45.5 billion, Toyota Motors is Japan's biggest car producer. Honda is one of the main four automakers on the planet, with benefit and income of 25.7 billion and 124.1 billion out of 2020, separately. Therefore, Japan's car business is incredibly aggressive.

## **THREAT OF SUBSTITUTES**

The greatest onus on the business is the change from interior ignition to electric vehicles environmental change is compelling the hand on the vehicle makers and it has accumulated worldwide consideration towards the adverse consequence of burning motors on the climate the transportation area has liable for 14% of the fossil fuel by-product (Hannappel 2017) the are as of now electric vehicles accessible in market. The fundamental issue they face is charging network ether is absence of framework for the vehicles to changes.

## **THE THREAT OF NEW ENTRANTS**

When there are great conditions for extension, for example, admittance to fund choices and a steady administrative climate the danger of new participants is respected to be high the business is exceptionally capital concentrated requiring a lot of money to start tasks another admonition is that associations should approach the innovation they need to work and explore activities albeit the presence of set up officeholders deflects novices the accessibility of financing on positive conditions simplified it to get cash.

## **BARGAINING POWER OF SUPPLIERS**

The store network's arranging strength is dictated by the fundamental elements. the key factors that impact Supplier power alludes to a provider's pertinence and worth to a purchaser's store network in the auto business providers have filled in significance thus have really bartering power Providers have solidified as of late and they presently fill in as constructing agents rather than just providers Because there are just 20 uber providers in the auto portable industry there is a ton of dealing influence.

## **BARGAINING POWER OF BUYERS**

Purchasers have critical flooding power in the event that they focus on the better open other options and general contest which influences the situation with industry and hereditary elements related to industry the market is incredibly aggressive and there is a great deal of its Buyers have a ton of choices in this clogged market and the approach of electric vehicle producers has given them significantly more potential outcomes.

## **CHAPTER 4**

# **SWOT ANALYSIS**

## **SWOT ANALYSIS**



### **Strengths**

- Good brand Image.
- Large dealer distribution network.
- Own financial services.
- India's largest passenger car maker.
- Maruti Suzuki employs more than 12000 workers.
- Self-competing brands benefit from good advertising.
- Brand value is high and the company has a strong presence in the used automobile market.

### **Weaknesses**

- A customer preference for new international brands.
- Lack of experience with the foreign market.
- Intervention by government.
- Maruti like the other players is yet to prove itself in the SUV sector.
- Limited coverage of the rural market.
- Poor interior quality as compared to others.

**Opportunities**

- Maruti Suzuki could benefit from developing hybrid and fuel-efficient vehicles in the future.
- Government subsidiary.
- Foreign collaboration.
- Maruti Suzuki can focus on entering emerging markets throughout the world and establishing a worldwide brand.
- Increased purchasing power and a rapidly rising vehicle market.
- Demand is increasing

**Threats**

- Government policies affecting the automobile industry around the world.
- An increase in fuel prices.
- Maruti Suzuki's business might be affected by fierce competition from multinational automakers and low-cost manufacturers
- Use as a substitute for public transportation
- Increasing in competition
- Political instability.

**CHAPTER 5**  
**ANALYSIS OF FINANCIAL STATEMENTS**

### BALANCE SHEET OF MARUTI SUZUKI IN CRORES

PARTICULARS	MAR 22	MAR 21	MAR 20	MAR 19	MAR 18
<b>ASSETS</b>					
<b>NON-CURRENT ASSETS</b>					
Tangible Assets	13,367.40	14,732.80	15,374.50	14,956.70	13,047.30
Intangible Assets	349.90	224.20	335.80	451.10	311.70
Capital Work-In-Progress	2,639.10	1,192.30	1,337.40	1,600.10	2,125.90
Other Assets	0.00	0.00	0.00	0.00	0.00
<b>FIXED ASSETS</b>	<b>16,646.70</b>	<b>16,446.80</b>	<b>17,118.60</b>	<b>17,007.90</b>	<b>15,484.90</b>
Non-Current Investments	36,663.20	33,371.00	35,248.80	31,469.50	34,072.90
Deferred Tax Assets [Net]	202.70	0.00	0.00	0.00	0.00
Long Term Loans and Advances	0.20	0.20	0.20	0.20	0.20
Other Non-Current Assets	3,100.30	1,722.70	1,757.10	2,092.60	1,890.70
<b>TOTAL NON-CURRENT ASSETS</b>	<b>56,613.10</b>	<b>51,540.70</b>	<b>54,124.70</b>	<b>50,570.20</b>	<b>51,448.70</b>
<b>CURRENT ASSETS</b>					
Current Investments	4,100.10	8,415.70	1,218.80	5,045.50	1,217.30
Inventories	3,533.10	3,050.00	3,214.90	3,325.70	3,160.80
Trade Receivables	2,030.10	1,276.60	1,974.90	2,310.40	1,461.80
Cash And Cash Equivalents	3,036.20	3,036.40	21.10	178.90	71.10

Short Term Loans and Advances	30.50	23.00	16.90	16.00	3.00
Other Current Assets	4,051.20	2,725.00	1,980.80	1,485.10	2,007.40
<b>TOTAL CURRENT ASSETS</b>	<b>16,781.20</b>	<b>18,526.70</b>	<b>8,427.40</b>	<b>12,361.60</b>	<b>7,921.40</b>
<b>TOTAL ASSETS</b>	<b>73,394.30</b>	<b>70,067.40</b>	<b>62,552.10</b>	<b>62,931.80</b>	<b>59,370.10</b>
<b>EQUITIES AND LIABILITIES</b>					
<b>SHAREHOLDER'S FUNDS</b>					
Equity Share Capital	151.00	151.00	151.00	151.00	151.00
TOTAL SHARE CAPITAL	151.00	151.00	151.00	151.00	151.00
Reserves and Surplus	53,935.00	51,215.80	48,286.00	45,990.50	41,606.30
TOTAL RESERVES AND SURPLUS	53,935.00	51,215.80	48,286.00	45,990.50	41,606.30
TOTAL SHAREHOLDERS FUNDS	54,086.00	51,366.80	48,437.00	46,141.50	41,757.30
<b>NON-CURRENT LIABILITIES</b>					
Long Term Borrowings	0.00	0.00	0.00	0.00	0.00
Deferred Tax Liabilities [Net]	0.00	384.70	598.40	564.00	558.90
Other Long-Term Liabilities	2,211.30	2,164.50	2,170.30	2,036.50	1,585.30
Long Term Provisions	83.30	44.70	51.60	39.50	26.50
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>2,294.60</b>	<b>2,593.90</b>	<b>2,820.30</b>	<b>2,640.00</b>	<b>2,170.70</b>
<b>CURRENT LIABILITIES</b>					

Short Term Borrowings	381.90	488.80	106.30	149.60	110.80
Trade Payables	9,761.00	10,161.70	7,494.10	9,633.00	10,497.00
Other Current Liabilities	6,009.50	4,714.60	3,014.80	3,743.30	4,274.30
short Term Provisions	861.30	741.60	679.60	624.40	560.00
<b>TOTAL CURRENT LIABILITIES</b>	<b>17,013.70</b>	<b>16,106.70</b>	<b>11,294.80</b>	<b>14,150.30</b>	<b>15,442.10</b>
<b>TOTAL CAPITAL AND LIABILITIES</b>	<b>73,394.30</b>	<b>70,067.40</b>	<b>62,552.10</b>	<b>62,931.80</b>	<b>59,370.10</b>

## **PROFIT AND LOSS STATEMENT OF MARUTI SUZUKI IN CRORE**

Profit & Loss account	----- in Rs. Cr. -----				
<b>PARTICULARS</b>	<b>Mar 22</b>	<b>Mar 21</b>	<b>Mar 20</b>	<b>Mar 19</b>	<b>Mar 18</b>
<b>INCOME</b>					
<b>Revenue From Operations</b>	<b>83,798.10</b>	<b>66,562.10</b>	<b>71,690.40</b>	<b>83,026.50</b>	<b>80,336.50</b>
<b>[Gross]</b>					
Less: Excise/Service Tax/Other Levies	0.00	0.00	0.00	0.00	2,231.70
<b>Revenue From Operations</b>	<b>83,798.10</b>	<b>66,562.10</b>	<b>71,690.40</b>	<b>83,026.50</b>	<b>78,104.80</b>
<b>[Net]</b>					
Other Operating Revenues	4,497.50	3,770.40	3,920.20	2,993.80	1,657.90
<b>Total Operating Revenues</b>	<b>88,295.60</b>	<b>70,332.50</b>	<b>75,610.60</b>	<b>86,020.30</b>	<b>79,762.70</b>
Other Income	1,793.50	2,946.40	3,420.80	2,561.00	2,045.50
<b>Total Revenue</b>	<b>90,089.10</b>	<b>73,278.90</b>	<b>79,031.40</b>	<b>88,581.30</b>	<b>81,808.20</b>
<b>EXPENSES</b>					
Cost Of Materials Consumed	39,738.70	33,296.90	34,636.60	45,023.90	44,941.30
Purchase Of Stock-In Trade	26,390.50	17,247.20	18,758.10	15,019.50	9,993.00
Changes In Inventories Of FG, WIP And Stock-In Trade	-91.90	273.10	-238.10	210.80	40.70
Employee Benefit Expenses	4,022.20	3,402.90	3,383.90	3,254.90	2,833.80
Finance Costs	125.90	100.80	132.90	75.80	345.70
Depreciation And Amortisation Expenses	2,786.50	3,031.50	3,525.70	3,018.90	2,757.90
Other Expenses	12,679.40	10,839.90	11,889.20	11,634.00	9,991.50
Less: Inter Unit / Segment / Division Transfer	144.50	72.80	121.70	122.10	99.10
<b>Total Expenses</b>	<b>85,506.80</b>	<b>68,119.50</b>	<b>71,966.60</b>	<b>78,115.70</b>	<b>70,804.80</b>
	<b>Mar 22</b>	<b>Mar 21</b>	<b>Mar 20</b>	<b>Mar 19</b>	<b>Mar 18</b>

<b>Profit/Loss Before Exceptional, Extraordinary Items and Tax</b>	<b>4,582.30</b>	<b>5,159.40</b>	<b>7,064.80</b>	<b>10,465.60</b>	<b>11,003.40</b>
<b>Profit/Loss Before Tax</b>	<b>4,582.30</b>	<b>5,159.40</b>	<b>7,064.80</b>	<b>10,465.60</b>	<b>11,003.40</b>
<b>Tax Expenses-Continued Operations</b>					
Current Tax	1,430.10	1,155.60	1,374.80	2,932.30	3,349.50
Deferred Tax	-614.10	-225.90	39.40	32.70	-67.90
<b>Total Tax Expenses</b>	<b>816.00</b>	<b>929.70</b>	<b>1,414.20</b>	<b>2,965.00</b>	<b>3,281.60</b>
<b>Profit/Loss After Tax and Before Extra-Ordinary Items</b>	<b>3,766.30</b>	<b>4,229.70</b>	<b>5,650.60</b>	<b>7,500.60</b>	<b>7,721.80</b>
<b>Profit/Loss from Continuing Operations</b>	<b>3,766.30</b>	<b>4,229.70</b>	<b>5,650.60</b>	<b>7,500.60</b>	<b>7,721.80</b>
<b>Profit/Loss for The Period</b>	<b>3,766.30</b>	<b>4,229.70</b>	<b>5,650.60</b>	<b>7,500.60</b>	<b>7,721.80</b>

## **RATIO ANALYSIS**

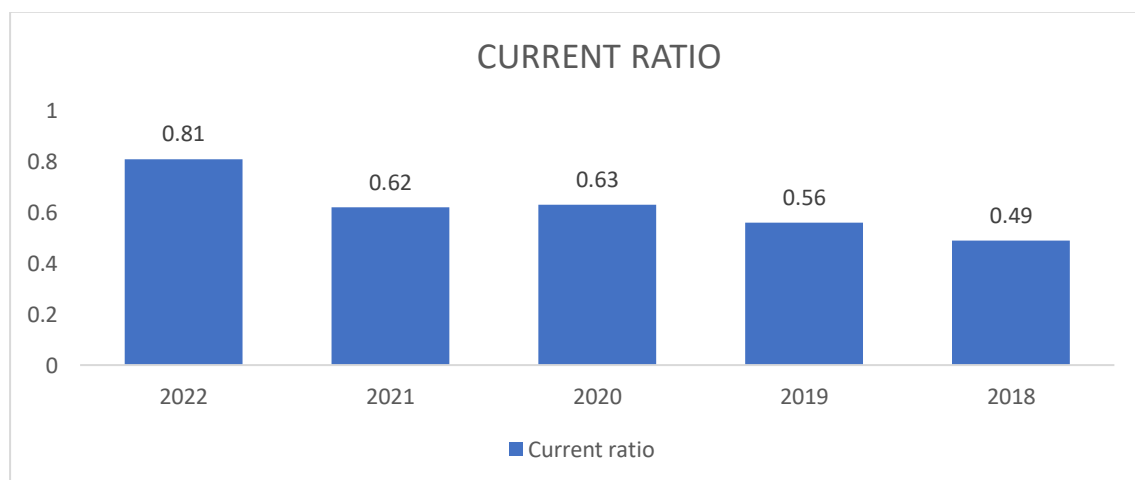
### **1. CURRENT RATIO**

It is also called working capital ratio. The current ratio measures a company's ability to pay current or short-term liabilities (debts and payables) with its current, or short-term, assets such as cash inventory and receivable. Current ratio means the ratio of current assets to current liabilities. It indicates the relationship between current assets and current liabilities; it includes cash in hand and cash at bank, sundry debtors, bills receivable, stock, marketable securities etc.

#### **Formula**

**Current Ratio = Current asset/Current liabilities**

Year	2022	2021	2020	2019	2018
Current Ratio	0.81	0.62	0.63	0.56	0.49



#### **Interpretation**

The table shows that the Current Ratio has increased over the years, from 0.49 in 2018 to 0.81 in 2022. This indicates that the company has been improving its ability to pay its short-term obligations with its current assets. In general, a higher current ratio is considered better, as it indicates that a company has a greater ability to pay its short-term obligations.

## 2. QUICK RATIO

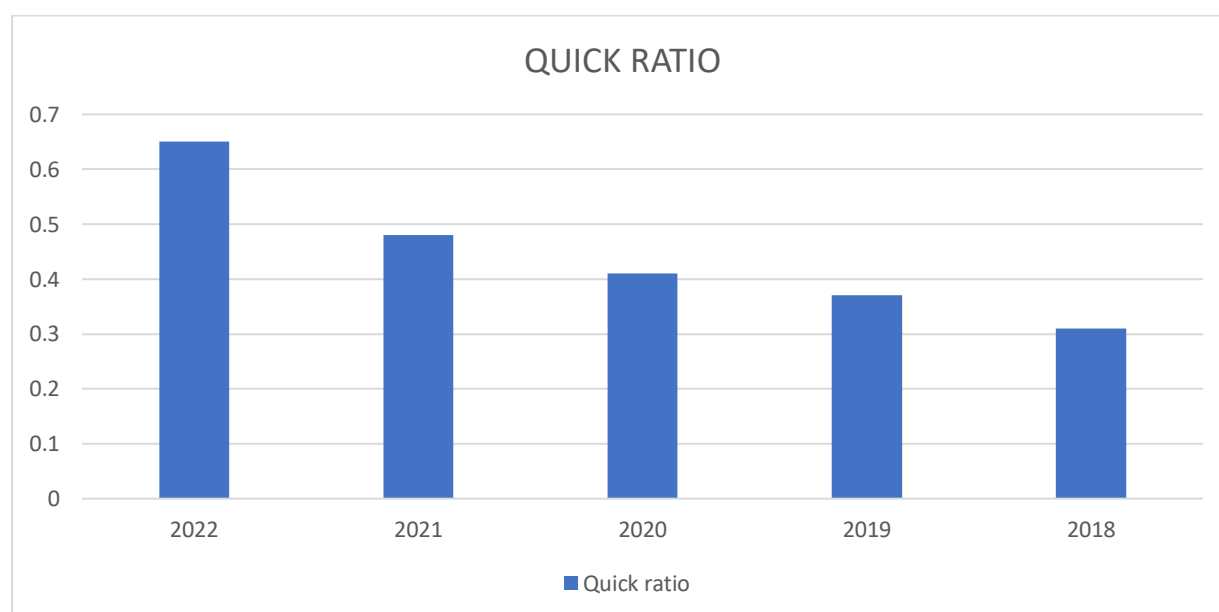
The quick ratio is an indicator of a company short-term liquidity position and measures a company ability to meet its short-term obligations with its most liquid assets it is also called the acid test ratio an acid test is a slang term for a quick test designed to produce instant results.

### Formula

$$QR = \frac{CA - I - PE}{CL} \text{ (quick assets) / CL}$$

Where: CA= current asset I= inventory PE=prepaid expenses CL=current liabilities

Year	2022	2021	2020	2019	2018
Quick ratio	0.65	0.48	0.41	0.37	0.31



### Interpretation

The table shows that the Quick Ratio has increased over the years, from 0.31 in 2018 to 0.65 in 2022. This indicates that the company has been improving its ability to pay its short-term obligations with its most liquid assets. In general, a higher quick ratio is considered better, as it indicates that a company has a greater ability to meet its short-term obligations. However, having too high of a quick ratio could also mean that the company is not effectively utilizing its assets to generate profits. It is important to consider this ratio in the context of a company's overall financial health and strategy.

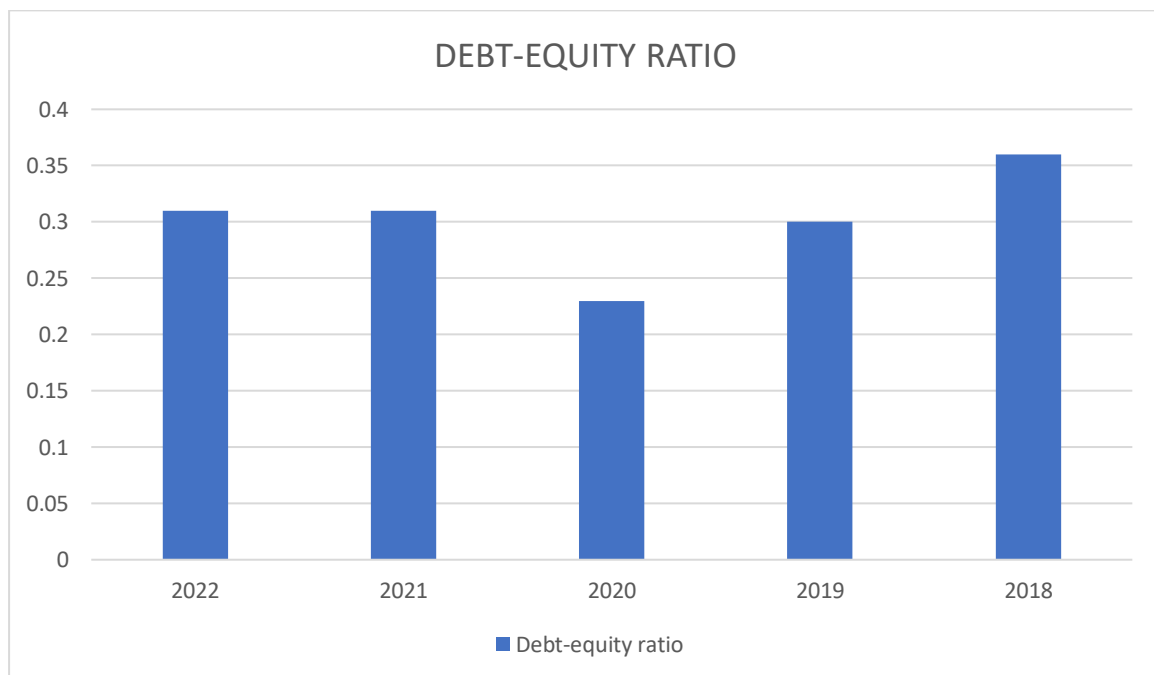
### 3. DEBT EQUITY RATIO

Debt-equity ratio is a measure of the relative contribution of the creditors and shareholders or owners in the capital employed in business. Simply stated, ratio of the total long-term debt and equity capital in the business is called the debt-equity ratio.

#### Formula

Debt equity ratio = Debt / total shareholders' equity

Year	2022	2021	2020	2019	2018
Debt-equity ratio	0.31	0.31	0.23	0.30	0.36



#### Interpretation

The table shows the debt-equity ratio for the company was relatively stable between 2021 and 2022, with a ratio of 0.31 in both years. In 2020, the ratio was lower at 0.23, which suggests that the company had more equity relative to debt in that year. In contrast, the ratio was higher in 2018 at 0.36, which suggests that the company had more debt relative to equity in that year.

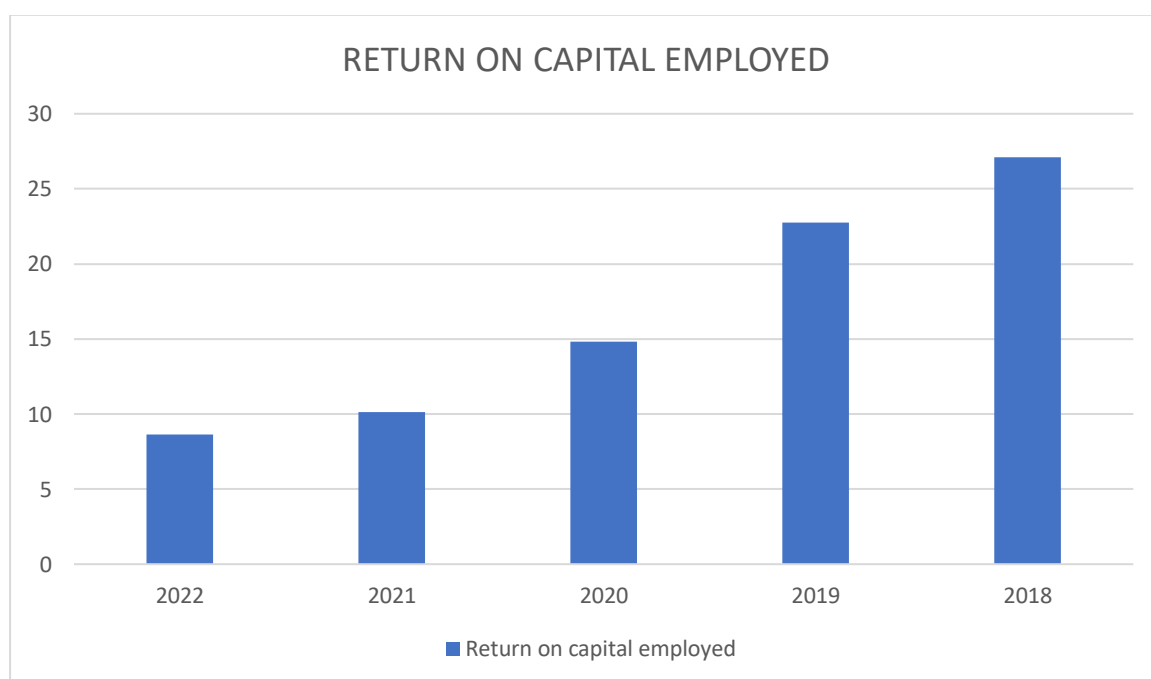
#### 4. RETURN ON CAPITAL EMPLOYED

Return on capital employed is an accounting ratio used in finance, valuation, and accounting. It is a useful measure for comparing the relative profitability of companies after taking into account the amount of capital used.

##### Formula

ROCE= Earning before interest and tax capital employed (EBIT) / capital employed

Year	2022	2021	2020	2019	2018
Return on capital employed	8.64	10.14	14.82	22.77	27.10



##### Interpretation

The table shows that the Return on Capital Employed (ROCE) has decreased over the years, from 27.10 in 2018 to 8.64 in 2022. This decrease in ROCE indicates that the company has become less efficient in generating profits from its capital employed. A lower ROCE means that the company is generating lower returns on its investments, which could impact its long-term growth and profitability. However, a lower ROCE in isolation doesn't necessarily mean the company is performing poorly, as factors such as changes in the industry, competition, or the economy could also play a role in affecting ROCE.

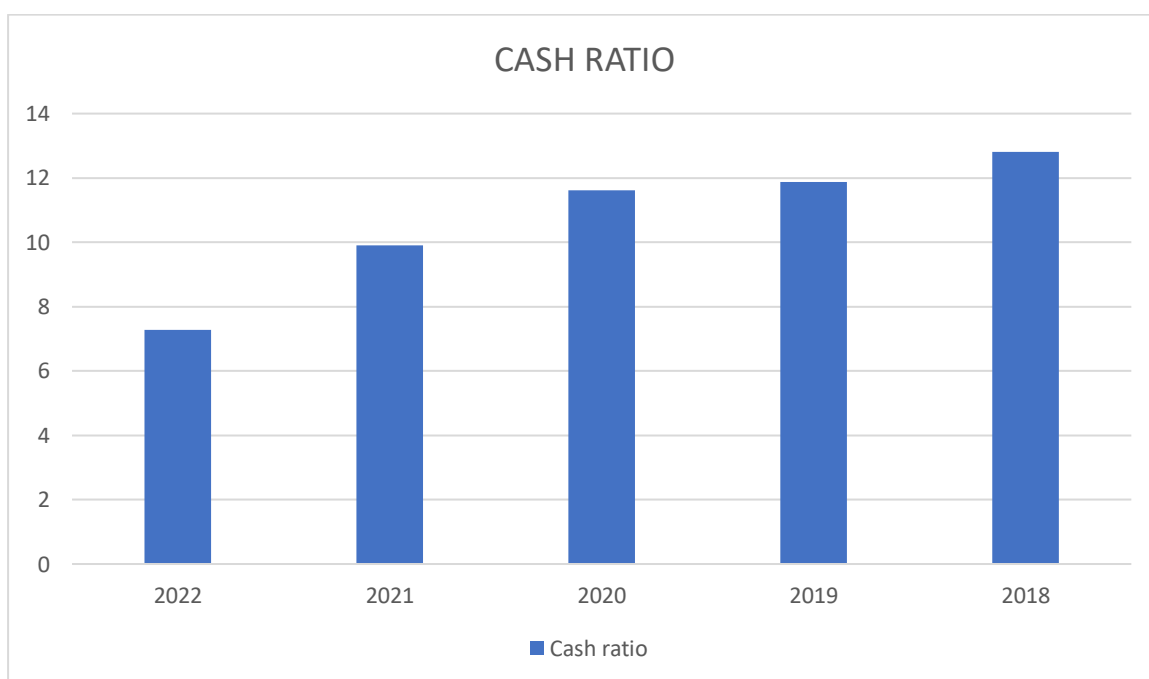
## 5. CASH RATIO

It is the ratio of cash equivalent balance to the current liability. The metric calculates a company's ability to repay its short-term debt with cash or near-cash resources, such as easily marketable securities. This information is useful to creditors when they decide how much money, they would be willing to loan a company.

### Formula

$$\text{Cash Ratio} = \text{Cash} / \text{current liabilities} * 100$$

Year	2018	2019	2020	2021	2022
Cash Ratio	7.27	9.90	11.61	11.87	12.81



### Interpretation

The table shows that the Cash Ratio has increased over the years, from 7.27 in 2018 to 12.81 in 2022. This indicates that the company has been improving its ability to pay its short-term debts with its most liquid assets. In general, a higher cash ratio is considered better, as it indicates that a company has a greater ability to pay its short-term obligations. However, having too high of a cash ratio could also mean that the company is not effectively utilizing its cash.

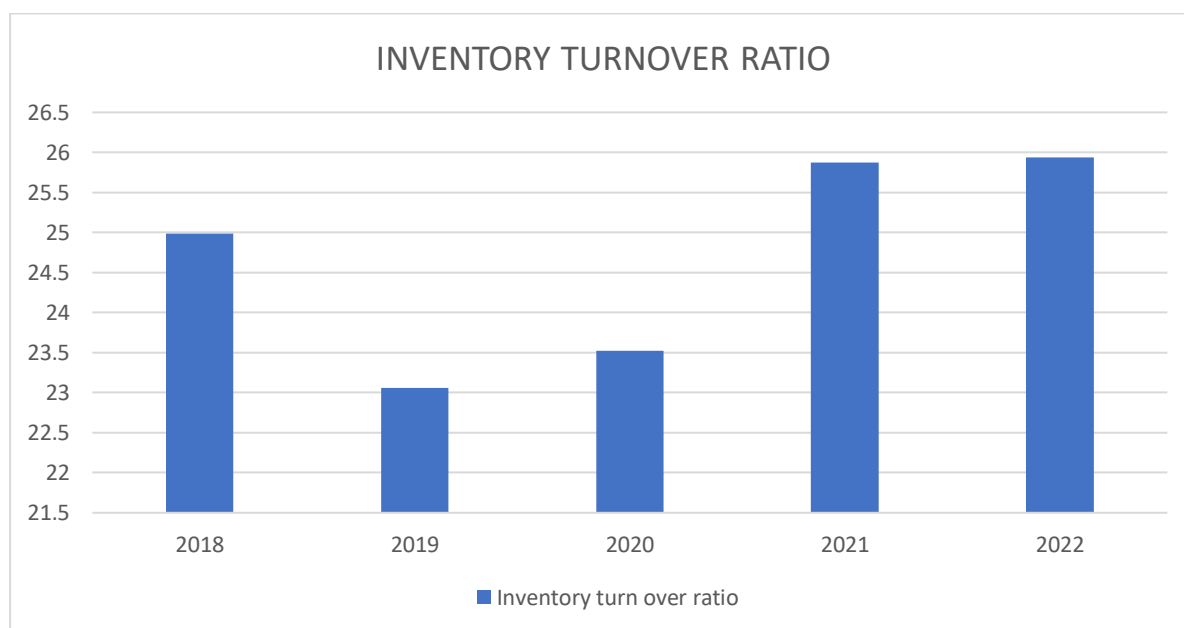
## 6. INVENTORY TURNOVER RATIO

The Inventory Turnover Ratio is a financial metric used to measure the efficiency of a company's management of its inventory.

### Formula

Inventory Turnover = Cost of Goods Sold (COGS) / Average Inventory Value

Year	2018	2019	2020	2021	2022
Inventory Turnover Ratio	24.99	23.06	23.52	25.87	25.94



### Interpretation

The table shows that, we can see that the company's Inventory Turnover Ratio has been consistently increasing from 2018 to 2021 with a slight dip in 2019, but regained its momentum and increased again in 2022. The company's inventory turnover ratio was 24.99 in 2018, which increased to 25.87 in 2021, and further increased to 25.94 in 2022.

## 7. DEBTORS TURNOVER RATIO

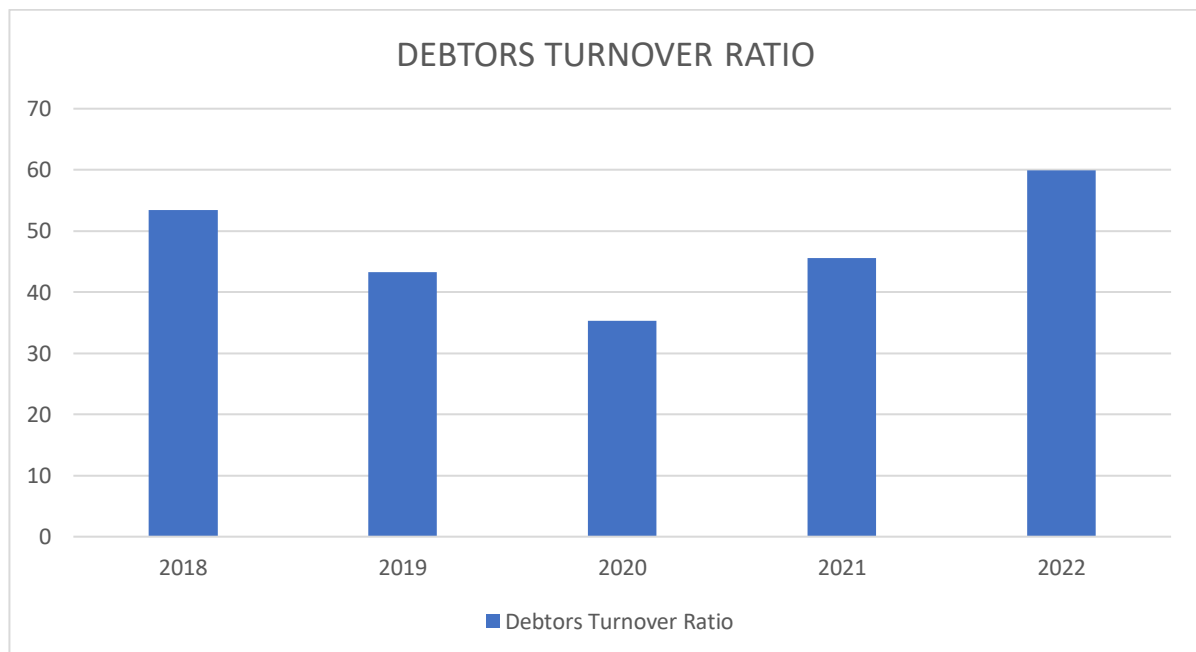
The Debtors Turnover Ratio is a financial metric that measures a company's efficiency in collecting its accounts receivable.

### Formula

Debtors Turnover Ratio = Net Credit Sales / Average Trade Receivables

where Net Credit Sales is the value of sales made on credit during a specific period, and Average Trade Receivables is the average value of the company's accounts receivable during the same period. The result represents the number of times the company collects its accounts receivable during the period.

Year	2018	2019	2020	2021	2022
Debtors Turnover Ratio	53.40	43.26	35.29	45.61	59.95



### Interpretation

The table shows that, we can see that the company's Debtors Turnover Ratio has been fluctuating over the years. In 2018, the company had a Debtors Turnover Ratio of 53.40, which decreased to 43.26 in 2019, and further decreased to 35.29 in 2020. However, the company's Debtors Turnover Ratio increased to 45.61 in 2021 and reached a high of 59.95 in 2022.

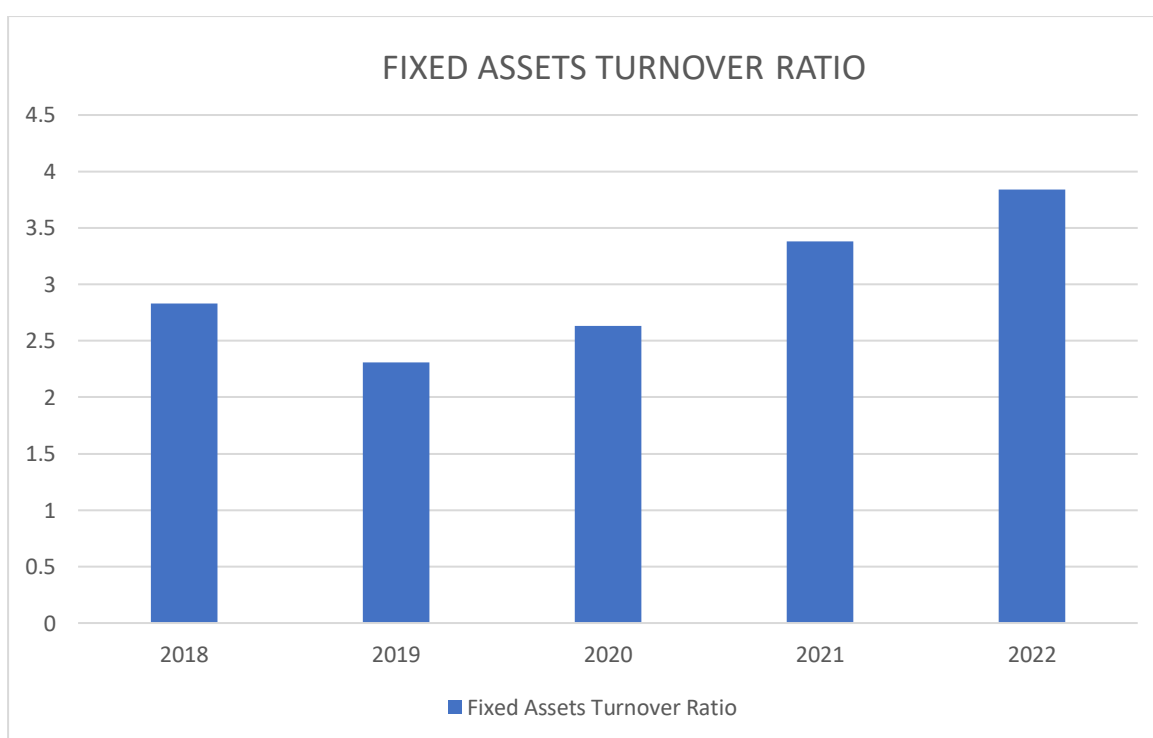
## 8. FIXED ASSETS TURNOVER RATIO

Fixed Assets Turnover Ratio is a financial metric that measures a company's efficiency in using its fixed assets (property, plant and equipment) to generate revenue.

### Formula

Fixed Assets Turnover Ratio = Net Sales / Average Fixed Assets

Year	2018	2019	2020	2021	2022
Fixed Assets Turnover Ratio	2.83	2.31	2.63	3.38	3.84



### Interpretation

The Fixed Assets Turnover Ratio is a financial ratio used to measure a company's efficiency in generating sales from its investment in fixed assets. Looking at the data provided, we can see that the company's Fixed Assets Turnover Ratio has increased over the years from 2.83 in 2018 to 3.84 in 2022. This indicates that the company is becoming more efficient in generating sales from its investment in fixed assets. However, this ratio should be analysed in conjunction with other financial ratios and metrics to get a more complete understanding of the company's financial performance

## **CHAPTER - 6**

# **LEARNING EXPERIENCE**

## **LEARNING EXPERIENCE**

This project is extremely beneficial in terms of gaining corporate exposure, understanding the organization's working culture, and applying theoretical principles in a real-life context at the workplace for diverse organisational tasks.

The training has assisted me in gaining understanding of the organization's numerous functional departments, such as administration and establishment, planning and development, accounts and operations, and loans and advances. This exposure assisted me in integrating my theoretical concepts with the practises used in many disciplines. I am quite pleased with the Kalyani motors staff's prompt reaction. They were quite helpful in completing this project report. As far as I can tell, the different departments are well-coordinated. They are achieving the organization's objectives. They are always extremely good at interacting with their members. They have an excellent knowledge of each other.

Kalyani motors has an excellent management team. They are putting in a lot of effort towards the organization's advancement.

This study has aided me in developing not just my academic knowledge, but also my soft skills, which are critical for professional success. Professionalism, time management, self-awareness, self-regulation, and motivation are examples of soft skills. As a consequence of the project preparation, my professional abilities have increased, which will be useful in the future.

Finally, learning is a never-ending source of amazement as well as a lifetime struggle to stay up with change. We also recognise that action is required for meaningful learning, since we learn best by doing. Regardless, learning about these issues and gaining information was a beneficial learning experience for me, and I am confident that it will benefit me academically and professionally.

## **BIBLIOGRAPHY**

Company

Magazines

Brochures

<https://www.marutisuzuki.com/>

<https://www.marutisuzuki.com/corporate/investos>

**ANNEXURE**

**BALANCE SHEET OF MARUTI SUZUKI IN CRORES**

<b>PARTICULARS</b>	<b>MAR 22</b>	<b>MAR 21</b>	<b>MAR 20</b>	<b>MAR 19</b>	<b>MAR 18</b>
<b>ASSETS</b>					
<b>NON-CURRENT ASSETS</b>					
Tangible Assets	13,367.40	14,732.80	15,374.50	14,956.70	13,047.30
Intangible Assets	349.90	224.20	335.80	451.10	311.70
Capital Work-In-Progress	2,639.10	1,192.30	1,337.40	1,600.10	2,125.90
Other Assets	0.00	0.00	0.00	0.00	0.00
<b>FIXED ASSETS</b>	<b>16,646.70</b>	<b>16,446.80</b>	<b>17,118.60</b>	<b>17,007.90</b>	<b>15,484.90</b>
Non-Current Investments	36,663.20	33,371.00	35,248.80	31,469.50	34,072.90
Deferred Tax Assets [Net]	202.70	0.00	0.00	0.00	0.00
Long Term Loans and Advances	0.20	0.20	0.20	0.20	0.20
Other Non-Current Assets	3,100.30	1,722.70	1,757.10	2,092.60	1,890.70
<b>TOTAL NON-CURRENT ASSETS</b>	<b>56,613.10</b>	<b>51,540.70</b>	<b>54,124.70</b>	<b>50,570.20</b>	<b>51,448.70</b>
<b>CURRENT ASSETS</b>					
Current Investments	4,100.10	8,415.70	1,218.80	5,045.50	1,217.30
Inventories	3,533.10	3,050.00	3,214.90	3,325.70	3,160.80
Trade Receivables	2,030.10	1,276.60	1,974.90	2,310.40	1,461.80

Cash And Cash Equivalents	3,036.20	3,036.40	21.10	178.90	71.10
Short Term Loans and Advances	30.50	23.00	16.90	16.00	3.00
Other Current Assets	4,051.20	2,725.00	1,980.80	1,485.10	2,007.40
<b>TOTAL CURRENT ASSETS</b>	<b>16,781.20</b>	<b>18,526.70</b>	<b>8,427.40</b>	<b>12,361.60</b>	<b>7,921.40</b>
<b>TOTAL ASSETS</b>	<b>73,394.30</b>	<b>70,067.40</b>	<b>62,552.10</b>	<b>62,931.80</b>	<b>59,370.10</b>
<b>EQUITIES AND LIABILITIES</b>					
<b>SHAREHOLDER'S FUNDS</b>					
Equity Share Capital	151.00	151.00	151.00	151.00	151.00
TOTAL SHARE CAPITAL	151.00	151.00	151.00	151.00	151.00
Reserves and Surplus	53,935.00	51,215.80	48,286.00	45,990.50	41,606.30
TOTAL RESERVES AND SURPLUS	53,935.00	51,215.80	48,286.00	45,990.50	41,606.30
TOTAL SHAREHOLDERS FUNDS	54,086.00	51,366.80	48,437.00	46,141.50	41,757.30
<b>NON-CURRENT LIABILITIES</b>					
Long Term Borrowings	0.00	0.00	0.00	0.00	0.00
Deferred Tax Liabilities [Net]	0.00	384.70	598.40	564.00	558.90
Other Long-Term Liabilities	2,211.30	2,164.50	2,170.30	2,036.50	1,585.30
Long Term Provisions	83.30	44.70	51.60	39.50	26.50

<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>2,294.60</b>	<b>2,593.90</b>	<b>2,820.30</b>	<b>2,640.00</b>	<b>2,170.70</b>
<b>CURRENT LIABILITIES</b>					
Short Term Borrowings	381.90	488.80	106.30	149.60	110.80
Trade Payables	9,761.00	10,161.70	7,494.10	9,633.00	10,497.00
Other Current Liabilities	6,009.50	4,714.60	3,014.80	3,743.30	4,274.30
short Term Provisions	861.30	741.60	679.60	624.40	560.00
<b>TOTAL CURRENT LIABILITIES</b>	<b>17,013.70</b>	<b>16,106.70</b>	<b>11,294.80</b>	<b>14,150.30</b>	<b>15,442.10</b>
<b>TOTAL CAPITAL AND LIABILITIES</b>	<b>73,394.30</b>	<b>70,067.40</b>	<b>62,552.10</b>	<b>62,931.80</b>	<b>59,370.10</b>

## **PROFIT AND LOSS STATEMENT OF MARUTI SUZUKI IN CRORE**

Profit & Loss account	----- in Rs. Cr. -----				
<b>PARTICULARS</b>	<b>Mar 22</b>	<b>Mar 21</b>	<b>Mar 20</b>	<b>Mar 19</b>	<b>Mar 18</b>
<b>INCOME</b>					
<b>Revenue From Operations</b>					
<b>[Gross]</b>	<b>83,798.10</b>	<b>66,562.10</b>	<b>71,690.40</b>	<b>83,026.50</b>	<b>80,336.50</b>
Less: Excise/Service Tax/Other Levies	0.00	0.00	0.00	0.00	2,231.70
<b>Revenue From Operations</b>					
<b>[Net]</b>	<b>83,798.10</b>	<b>66,562.10</b>	<b>71,690.40</b>	<b>83,026.50</b>	<b>78,104.80</b>
Other Operating Revenues	4,497.50	3,770.40	3,920.20	2,993.80	1,657.90
<b>Total Operating Revenues</b>	<b>88,295.60</b>	<b>70,332.50</b>	<b>75,610.60</b>	<b>86,020.30</b>	<b>79,762.70</b>
Other Income	1,793.50	2,946.40	3,420.80	2,561.00	2,045.50
<b>Total Revenue</b>	<b>90,089.10</b>	<b>73,278.90</b>	<b>79,031.40</b>	<b>88,581.30</b>	<b>81,808.20</b>
<b>EXPENSES</b>					
Cost Of Materials Consumed	39,738.70	33,296.90	34,636.60	45,023.90	44,941.30
Purchase Of Stock-In Trade	26,390.50	17,247.20	18,758.10	15,019.50	9,993.00
Changes In Inventories Of FG, WIP And Stock-In Trade	-91.90	273.10	-238.10	210.80	40.70
Employee Benefit Expenses	4,022.20	3,402.90	3,383.90	3,254.90	2,833.80
Finance Costs	125.90	100.80	132.90	75.80	345.70
Depreciation And Amortisation Expenses	2,786.50	3,031.50	3,525.70	3,018.90	2,757.90
Other Expenses	12,679.40	10,839.90	11,889.20	11,634.00	9,991.50
Less: Inter Unit / Segment / Division Transfer	144.50	72.80	121.70	122.10	99.10
<b>Total Expenses</b>	<b>85,506.80</b>	<b>68,119.50</b>	<b>71,966.60</b>	<b>78,115.70</b>	<b>70,804.80</b>
	<b>Mar 22</b>	<b>Mar 21</b>	<b>Mar 20</b>	<b>Mar 19</b>	<b>Mar 18</b>

<b>Profit/Loss Before Exceptional, Extraordinary Items and Tax</b>	<b>4,582.30</b>	<b>5,159.40</b>	<b>7,064.80</b>	<b>10,465.60</b>	<b>11,003.40</b>
<b>Profit/Loss Before Tax</b>	<b>4,582.30</b>	<b>5,159.40</b>	<b>7,064.80</b>	<b>10,465.60</b>	<b>11,003.40</b>
<b>Tax Expenses-Continued Operations</b>					
Current Tax	1,430.10	1,155.60	1,374.80	2,932.30	3,349.50
Deferred Tax	-614.10	-225.90	39.40	32.70	-67.90
<b>Total Tax Expenses</b>	<b>816.00</b>	<b>929.70</b>	<b>1,414.20</b>	<b>2,965.00</b>	<b>3,281.60</b>
<b>Profit/Loss After Tax and Before Extra-Ordinary Items</b>	<b>3,766.30</b>	<b>4,229.70</b>	<b>5,650.60</b>	<b>7,500.60</b>	<b>7,721.80</b>
<b>Profit/Loss from Continuing Operations</b>	<b>3,766.30</b>	<b>4,229.70</b>	<b>5,650.60</b>	<b>7,500.60</b>	<b>7,721.80</b>
<b>Profit/Loss for The Period</b>	<b>3,766.30</b>	<b>4,229.70</b>	<b>5,650.60</b>	<b>7,500.60</b>	<b>7,721.80</b>