

**SUMMER INTERNSHIP PROJECT REPORT**

**On**

**"A study on Working Capital Management in Architecture Sector"**

**at**

**"Green Ecomes Solutions Private Limited, Pune"**

**By**

**"Shruti Raichurkar"**

**Institute Roll Number – 2302147**

**Specialization - Finance**

**Under the guidance of**

**"Ms. Ashwini Chavan"**

**Submitted to**

**"Savitribai Phule Pune University"**

**In partial fulfillment of the requirement for the award of the degree of**

**Master of Business Administration (MBA)**

**2023-25**

**Through**

**Maharashtra Education Society's**

**Institute of Management & Career Courses (IMCC)**

**Pune- 411038**



MAHARASHTRA EDUCATION SOCIETY'S  
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# INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC) (AUTONOMOUS)

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Date : 22/11/2024

## Summer Internship Project Completion Certificate

This is to certify that Mr./ Ms. Shruti Sanjay Raichurkar of MBA II Year  
(Specialization: Finance) at IMCC has completed the Summer Internship Project titled  
“A Study on Working Capital Management in  
Architecture Sector”

to my satisfaction and as per the requirements of the two-year full-time MBA program (Batch 2023 -25) of  
Savitribai Phule Pune University.

Date:

\_\_\_\_\_  
Faculty Guide (Name & Sign)

\_\_\_\_\_  
Dr. Manasi Bhate  
Deputy Director

**External** Examiner Name: \_\_\_\_\_

Sign: \_\_\_\_\_

**Internal** Examiner Name: \_\_\_\_\_

Sign: \_\_\_\_\_

External VIVA Date: \_\_\_\_\_



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## Project Completion Certificate

Date: 01/09/2024

This is to certify that Mr./ Ms. **Shruti Sanjay Raichurkar** of Institute of Management & Career Courses (IMCC) has completed the summer project titled "**A study on Working Capital Management in Architecture Sector**" under the guidance of Mr. Rohit Koul (Operations Head, Accounts Department) in our company with reference to the partial fulfillment of the requirements of the two-year full-time MBA program (2023-25) of the Savitribai Phule Pune University (SPPU) from **01-06-2024** to **31-08-2024**.

We wish her good luck in her future endeavors

Rohit Koul-



Rohit Koul

Managing Director

Date: 01/09/2024

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## **Declaration**

I **Shruti Sanjay Raichurkar** of MBA: Roll No. 2302147 hereby declare that the project work title “**A Study on Working Capital Management in Architecture Sector**” which has been submitted to University of Pune, is an original work of the undersigned and has not been reproduced from any other source. I further declare that the material obtained from other sources has been duly acknowledged in the report.

**Date:**

**Signature:**

**Place:**

**Name: Shruti Raichurkar**



## **Acknowledgement**

I would like to express my deepest gratitude to all those who provided me with the possibility to complete this internship.

First and foremost, I am immensely grateful to Green Ecomes Solutions Pvt Ltd for giving me the opportunity to intern in their esteemed organization. The exposure and experience gained during this period are invaluable and have significantly contributed to my professional growth.

I extend my heartfelt thanks to the Director, Mr. Rohit Koul, for their unwavering support, guidance, and encouragement throughout my internship. Their insights and expertise have been instrumental in shaping my understanding of the Finance Department.

I also wish to acknowledge with appreciation the crucial role of the HR and Admin Manager, Ms. Avanti Nampalliwar. Their collaboration, willingness to help, and the cordial working environment they created have greatly facilitated my learning process.

I am also grateful to Ms. Ashwini Chavan, Our SIP Guide, for their continuous support, advice, and for allowing me to take up this internship as part of my curriculum.

This internship experience has been profoundly rewarding and has provided me with a solid foundation for my future career endeavors.

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## **Executive Summary**

This report presents a comprehensive analysis of working capital management within the architecture sector. The study aims to explore the unique financial challenges faced by architecture firms, focusing on the management of current assets and liabilities to ensure operational efficiency and financial stability.

Architecture firms operate in a project-based environment, often dealing with extended project timelines, complex billing cycles, and fluctuating cash flows. Effective working capital management is crucial for these firms to maintain liquidity, meet short-term obligations, and invest in future projects. This study examines the key components of working capital—accounts receivable, accounts payable, and inventory—and their impact on the financial health of architecture firms.

The research methodology involves a mix of quantitative data analysis and qualitative insights gathered from industry professionals. Financial ratios and metrics, such as the current ratio, quick ratio, and cash conversion cycle, are used to assess the working capital efficiency of selected architecture firms. Additionally, the study explores best practices and strategies employed by these firms to optimize their working capital management.

Findings from this study reveal that efficient management of working capital is pivotal for architecture firms to navigate the cyclical nature of the industry, mitigate financial risks, and maintain a competitive edge. The report concludes with recommendations for architecture firms to improve their working capital practices, such as implementing robust billing and collection processes, optimizing inventory levels, and negotiating favorable payment terms with clients and suppliers.

By providing a detailed understanding of working capital dynamics in the architecture sector, this study contributes valuable insights to both industry professionals and financial managers, offering practical guidance for enhancing financial performance and achieving sustainable growth.



# **Chapter – 1**

## **Introduction**

In the contemporary business landscape, effective management of working capital is crucial for the sustainability and growth of firms across various industries. For architectural firms, the dynamics of working capital management are particularly unique due to the project-based nature of their operations, the long gestation period of projects, and the significant outlays required for materials, labor, and technology.

This report delves into a comprehensive study of working capital management within an architectural firm. The primary objective is to explore how these firms handle their short-term assets and liabilities to ensure smooth operational flow, maintain liquidity, and enhance profitability. Understanding the nuances of working capital management in this sector is essential as it directly influences the firm's ability to complete projects on time, maintain client satisfaction, and achieve financial stability.

The study aims to provide an in-depth analysis of the components of working capital, including accounts receivable, accounts payable, inventory, and cash management. It will also examine the strategies employed by the firm to optimize working capital, the challenges encountered, and the impact of these practices on overall business performance.

Through this report, I intend to present a detailed overview of the working capital cycle in an architectural firm, supported by real-world data and insights gained during my internship. This analysis will not only highlight the best practices in working capital management but also suggest potential improvements to enhance financial efficiency and operational effectiveness.

By focusing on the intricacies of working capital in the context of an architectural firm, this report aims to contribute valuable knowledge to the field of financial management within the architectural industry, ultimately aiding in the development of more robust financial strategies for firms in this sector.

## **Importance of Working Capital Management**

Effective working capital management is essential for the success and sustainability of any architecture firm. Working capital is the difference between a company's current assets, such as cash, accounts receivable, and inventory, and its current liabilities, such as accounts payable and accrued expenses. It represents the funds available to cover day-to-day operations, meet short-term obligations, and seize growth opportunities.

### **1. Cash Flow:**

Adequate working capital ensures smooth cash flow, allowing firms to pay suppliers on time, cover operating expenses, and invest in future projects. Without sufficient working capital, firms may face delays in project execution, strained relationships with clients, and difficulty in meeting financial obligations.

### **2. Financial Stability:**

Efficient working capital management strengthens the financial stability of architecture firms, reducing their vulnerability to economic fluctuations and unpredictable project timelines. It helps them navigate challenging market conditions and maintain a healthy financial position.

### **3. Business Growth:**

By optimizing working capital, firms can unlock resources for expansion, invest in new technologies, attract top talent, and pursue new market opportunities. A solid working capital position fuels growth and empowers firms to take advantage of emerging trends and business opportunities.

### **4. Profitability:**

Effective working capital management contributes directly to the profitability of architecture firms. By managing cash flow efficiently, minimizing unnecessary expenses, and maximizing revenue collection, firms can improve their financial performance and maximize returns on their investments.

## **Objectives**

- ❖ To Study the concept of Working Capital & Various Components of Working Capital & Ratio Analysis.
- ❖ To study the Liquidity position of the company through four measures – Inventory to Current assets, Debtors to Current asset. Cash & bank to Current assets and loan & advances to current assets.
- ❖ To make item wise analysis of the components of the working capital.
- ❖ To identify the items responsible for changes in working capital.

## **Chapter – 2**

### **Literature Review**

❖ Kaya cetin, Nuri Cihan (2009)

The architecture-Engineering-Construction industry has recently been altering the ways of managing its resources. Knowledge is among the most precious of these resources. Knowledge is a critical factor in choosing the right projects, preparing the winning bids and successfully realizing the projects. It is also a critical factor for organizations because - due to its nature that it exists as tacit or explicit, or in between - it is hard to record and reuse.

This study investigates the knowledge management issue in the practice of architecture. Face-to-face interviews have been carried out with 15 architectural offices in Çankaya district of Ankara. The subject domain is assumed to be experiencing problems such as managing knowledge at a strategic level. This is due to the fact that the amount and importance of tacit knowledge is significant and communication of this knowledge to other parties is the responsibility of the architectural partners. The survey found out that management of architectural knowledge is considered to be beneficial for the overall productivity of architectural offices. However, challenges such as lack of standard procedures and low profit margins in the AEC industry render this activity to be less effective on profit and innovation in design.

❖ Shikha Devi (2019)

Working capital management refers to a company's managerial accounting strategy designed to monitor and utilize the two components of working capital, current assets and current liabilities, to ensure the most financially efficient operation of the company. The goal of working capital management is to manage the firm's current assets and current liabilities in such a way that a satisfactory level of working capital is maintained. A study on comparison in working capital

management with State Bank of India and Industrial Credit and Investment Corporation of India is analyzed to know the liquidity and current ratio. The interaction between current assets and current liabilities is therefore the main theme of the theory of working capital management.

- ❖ To carry out the review, the study was designed in such a manner as to enable us to:
  - (a) identify the degree of interest that researchers displayed for scientific grounding of concepts they operate with and
  - (b) identify the degree to which new lines of research have been shaped on determinants of financial performance.Based on a sample of 45 articles which analyzed the corporate financial performance, published during 2014–2019, was established a database which details: the research’s topic; dependent and independent analyzed variables (and the indicators used for their assessment); samples; sources of data and periods in which they have been collected; results of the research; and authors’ contributions in defining the concept of performance. In terms of study’s first aim, we have shown that authors are concerned with grounding concepts with which they operate, but they mostly focus on the determinants and not on the financial performance. In terms of determinants of the financial performance, the study reveals that the research is more detailed, and they extend the analyses with new variables (such as ethics of stakeholders, corporate lobbying, corporate culture, green credit or non-financial reporting) for explaining the dynamics of the financial performance.



## Chapter – 3

# Industry and Company Profile

**Company Name: Green Ecomes Solutions Pvt. Ltd.**

About Company:

Ecomes is an innovative Project Management Consultation Company, headquartered in Pune. Our expertise lies in delivering Building Information Modelling (BIM) and VDC services, with the capability to provide 3D designs up to LOD 500. Proficient in implementing 3D to 7D BIM technologies, we are committed to cutting-edge solutions.

Services:

### 1. BUILDING INFORMATION MODELLING

BIM services, or Building Information Modelling services, revolutionize the construction industry by digitally representing the entire lifecycle of a building. This technology offers numerous benefits, including enhanced collaboration among stakeholders, improved visualization through 3D models, efficient clash detection to prevent errors, accurate quantity take-offs for cost estimation, and sustainable design practices. BIM services streamline project workflows, leading to better project coordination, reduced costs, and overall improved efficiency in the design, construction, and maintenance of built assets.

#### ➤ 3D BIM MODELING

Our BIM 3D modelling services help clients to streamline workflows, reduce costly errors and optimize project timelines. Our 3D Revit modelling services focus on fostering coordination and collaboration among various architectural, structural, and MEP

disciplines, aiming to enhance precision in design decision-making.

#### ➤ 4D BIM MODELING

Ecomes is one of the reputed firms based in Pune, India offering 4d BIM services to its clients. With the help of our 4d BIM services, contractors and builders can easily manage the construction project of any complexity.

#### ➤ 5D BIM MODELING

With our 5D Bim services, clients can easily do material estimation and calculate the cost involved in purchasing, fabrication and installation. Our experienced BIM professionals have the expertise and knowledge to work on various projects like residential, commercial and industrial of small to large scales.

#### ➤ 6D BIM MODELING

Ecomes is one of the top BIM 6D service providers globally. With an experience of more than 8 years, our BIM specialists deliver quick sustainability energy analysis for all types of projects

#### ➤ 7D BIM MODELING

Ecomes helps you optimize facility performance and operations with our 7D BIM services. Our 7D facility management services include maintenance, asset management, space planning, energy optimization, budgeting and technical support.

#### ➤ BIM CDE SETUP

CDE refers to a centralized digital platform or system where project stakeholders can collaboratively create, manage, and exchange information and data related to a construction project. It serves as a shared repository that facilitates communication and data sharing among different parties involved in the project, including architects,

engineers, contractors, and facility managers.

## **2. BIM IT SERVICES**

BIM (Building Information Modelling) IT services refer to the range of technology-related services and solutions that support the implementation, management, and optimization of BIM processes within architecture, engineering, and construction (AEC) firms. BIM IT services at ECOMES are designed to leverage information technology to enhance collaboration, efficiency, and productivity throughout the lifecycle of building projects.

### **➤ REVIT FAMILY CREATION**

Revit family creation services at Ecomes comprises of the development of 3D BIM content featuring well-defined geometry, parameters, and properties, including shape, size, dimensions, materials, and functional characteristics. These BIM objects are designed to be utilized by architects, engineers, manufacturers, construction professionals, and building owners for precise representation and simulation of building component systems.

### **➤ DYNAMO SCRIPTING**

Ecomes is one of the top BIM services agencies offering Dynamo scripting which is a visual programming language for Revit. Dynamo scripts for Revit have revolutionized the landscape of architectural design and drafting, serving as a pivotal game-changer. Dynamo empowers architects and designers to streamline repetitive tasks, craft intricate parametric designs, and elevate project efficiency.

### **➤ REVIT PLUGINS CREATION**

Revit is the most used BIM software and offers a range of powerful features. Considering every architect or designer has unique requirements, the Revit community has recognized this and has developed an extensive collection of third-party plugins.

Green building design, also known as sustainable or eco-friendly building design, refers to the practice of creating structures that are environmentally responsible and resource-efficient throughout their lifecycle. It involves incorporating sustainable design principles and technologies to minimize environmental impact, conserve resources, and promote occupant health and well-being.

## 1. GREEN BUILDING DESIGNS CERTIFICATIONS

Our Green Building Design services integrate eco-friendly principles seamlessly into every stage of your project, from conception to completion. We specialize in optimizing energy efficiency, water conservation, and indoor air quality while minimizing environmental impact. Our expert team leverages cutting-edge technology and industry-leading certifications such as LEED and IGBC to ensure your building meets the highest standards of sustainability.

### ➤ ENERGY MODELLING s ANALYSIS

Elevate your building's energy performance with our Energy Modeling C Analysis services. Our BIM company utilizes advanced simulation tools to assess and optimize energy usage throughout the building lifecycle. From early design stages to post-construction evaluation, we provide comprehensive analysis to identify opportunities for energy efficiency and cost savings. With precise modeling and data-driven insights, we empower clients to make informed decisions that reduce environmental impact and enhance long-term building performance. Let us guide your project towards a greener, more sustainable future.

### ➤ ACOUSTICAL DESIGN s ANALYSIS

ECOMES provides advanced modeling and simulation techniques to optimize acoustics for a wide range of environments, from concert halls to office buildings. Using cutting-edge software and industry expertise, we analyze sound propagation, reverberation, and noise control to create environments that enhance comfort, productivity, and enjoyment.

➤ **GREEN POLICY ADVISORY**

As a leading BIM company, we offer expert guidance and strategic counsel to help businesses develop and implement comprehensive green policies and initiatives. Leveraging our expertise in building information modelling (BIM) and sustainable design practices, we tailor solutions to align with your unique goals and objectives. From energy efficiency strategies to waste reduction initiatives, we provide actionable recommendations to enhance environmental performance and drive long-term value.

➤ **ECBC CODE COMPLIANCE**

We at ECOMES specialize in guiding clients through the complexities of ECBC regulations, helping them meet mandatory requirements and achieve energy efficiency goals. Utilizing advanced BIM technologies, we conduct detailed energy simulations and analysis to identify opportunities for improvement and cost savings. From design phase to construction documentation, our expert team ensures seamless integration of ECBC standards into your building projects.

➤ **LIFE CYCLE ASSESMENT**

ECOMES offers comprehensive Life Cycle Assessment (LCA) services. to evaluate the environmental impact of your building projects across their entire lifecycle. From material selection and construction to operation and end-of-life considerations, we provide data-driven insights to optimize sustainability performance. By quantifying factors such as energy consumption, carbon emissions, and resource use, our LCA services empower you to make informed decisions that minimize environmental footprint and maximize long-term value.



### Past Projects by Green Ecomes Solution Pvt. Ltd.:

<b>Sr. No.</b>	<b>Project Name</b>	<b>City</b>	<b>Sq. Ft.</b>
1.	TATA Memorial Hospital	Mumbai	11,00,000
2.	New Parliament Building	Delhi	7,00,000
3.	Pune Metro	Pune	20 Stations
4.	Jeddah Central District Project	Jeddah	NA
5.	Kingsway Hospital	Nagpur	3,50,000
6.	Dassault Systemes Office Tower C	Pune	6,75,000
7.	National Law University	Nagpur	22,50,000
8.	Kohinoor World Towers	Pune	11,00,000
9.	Healthcare Project at IIT Kanpur	Kanpur	9,00,000
10.	Clara on MLK, USA Washington DC	Maryland	2,00,000

## **Chapter - 4**

### **Research Methodology**

In preparing this project the information is collected from the following sources.

❖ **Primary Data:**

The purpose of primary data is to gather information directly from the source, without relying on secondary sources or pre-existing data. This data is collected through research methods such as surveys, interviews, experiments, and observations.

The primary data has been collected from personal interaction with Finance Manager Mr. Rohit Koul and other staff members.

❖ **Secondary Data:**

Secondary data refers to information that has been collected, processed, and published by someone else, rather than the researcher gathering the data firsthand. This can include data from sources such as government publications, academic journals, market research reports, and other existing datasets.

The major source of data for this project was collected through annual reports, profit and loss accounts of 3 period from 2021 to 2023 & some more information collected from internet and text sources.

## Chapter – 5

### Data Analysis and Interpretation

- ❖ Several major factors can affect working capital management in the architecture sector. These factors can influence the availability and usage of funds, impacting on the firm's liquidity and financial stability. Here are some key factors to consider:

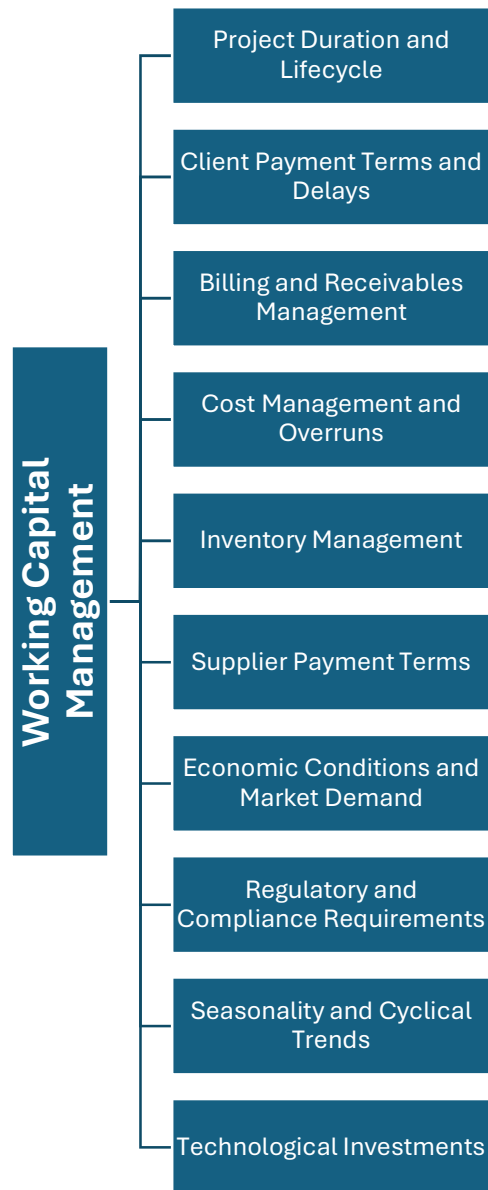


Chart no.1

- ❖ Let's see the Analysis of the Company's Past 3 years Working through different Liquidity Ratios.

### A. Current Ratio

The Current Ratio is a financial ratio that shows the proportion of a company's current assets to its current liabilities.

$$\text{Current Ratio} = \frac{\text{Current Asset}}{\text{Current Liabilities}}$$

Year	Current Assets Rs. (in 100')	Current Liabilities Rs. (in 100')	Current Ratio
2020-2021	9248	3254	2.84
2021-2022	17198	4669	3.68
2022-2023	82246	31605	2.60

Table No.1

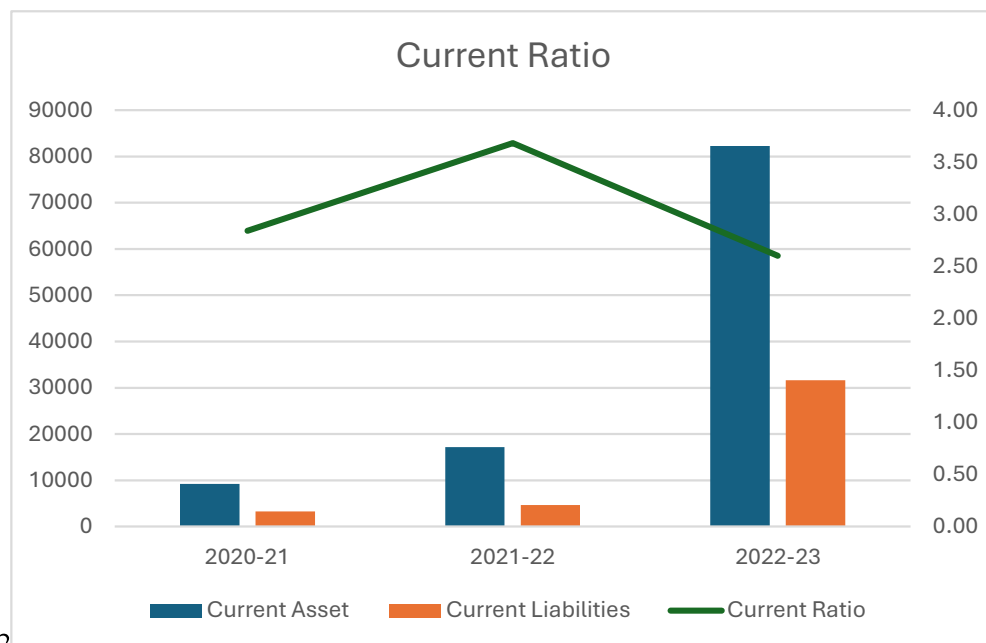


Chart No.2

Interpretation:

**Current Ratio > 1:** A current ratio greater than 1 indicates that the company has more current assets than current liabilities.

**Current Ratio = 1:** A current ratio of 1 means that the company's current assets are exactly equal to its current liabilities.

**Current Ratio < 1:** A current ratio less than 1 indicates that the company has more current liabilities than current assets.



## B. Quick Ratio

Quick Ratio establishes a relationship between quick, or liquid, assets and current liabilities. An asset is liquid if it can be converted into cash immediately or reasonably soon without a loss of value.

Quick Assets = Current Assets – Inventories – Prepaid Expenses

$$\text{Quick Assets} = \frac{\text{Quick Assets}}{\text{Current Liabilities}}$$

Year	Quick Assets Rs. (in 100')	Current Liabilities Rs. (in 100')	Quick Ratio
2020-2021	9248	3254	2.84
2021-2022	17198	4669	3.68
2022-2023	82246	31605	2.60

Table No.2

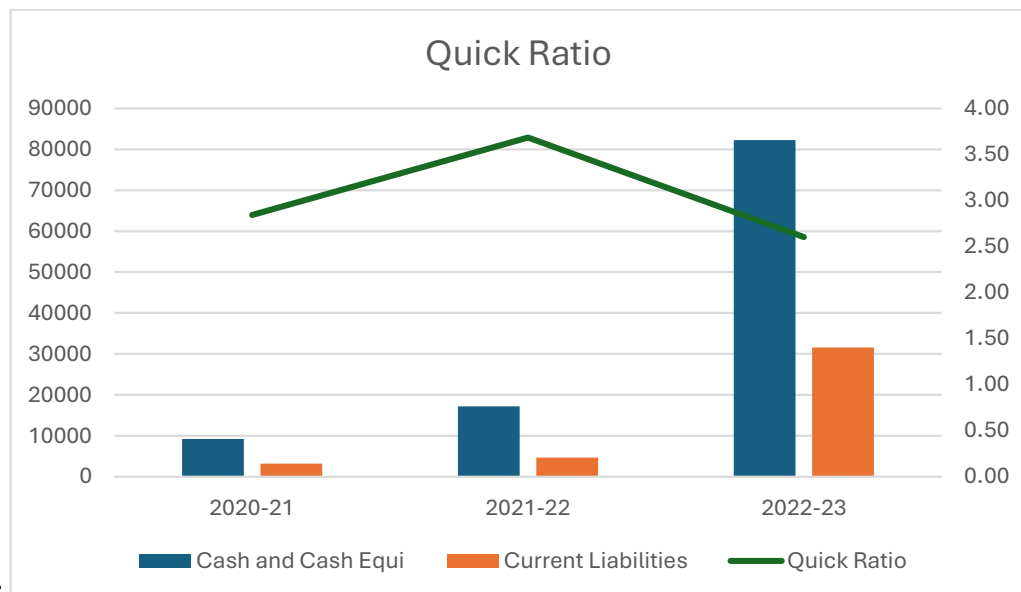


Chart No.3

Interpretation:

**Quick Ratio > 1:** A quick ratio greater than 1 indicates that the company has more quick assets (cash, cash equivalents, marketable securities, and receivables) than its current liabilities.

**Quick Ratio = 1:** A quick ratio of 1 means the company has exactly enough quick assets to cover its current liabilities.

**Quick Ratio < 1:** A quick ratio of less than 1 suggests that the company does not have enough quick assets to fully cover its current liabilities.

### C. Cash Ratio

Cash is the most liquid asset; a financial analyst may examine Cash Ratio and its equivalent current liabilities. Cash and Bank balances and short-term marketable securities are the most liquid assets of the firm, financial analysts look at the cash ratio.

$$\text{Cash Ratio} = \frac{\text{Cash and Cash Equivalents}}{\text{Current Liabilities}}$$

Year	Cash and Cash Equivalents Rs. (in 100')	Current Liabilities Rs. (in 100')	Cash Ratio
2020-2021	5913	3254	1.8
2021-2022	7877	4669	0.5
2022-2023	6346	31605	0.2

Table No.3

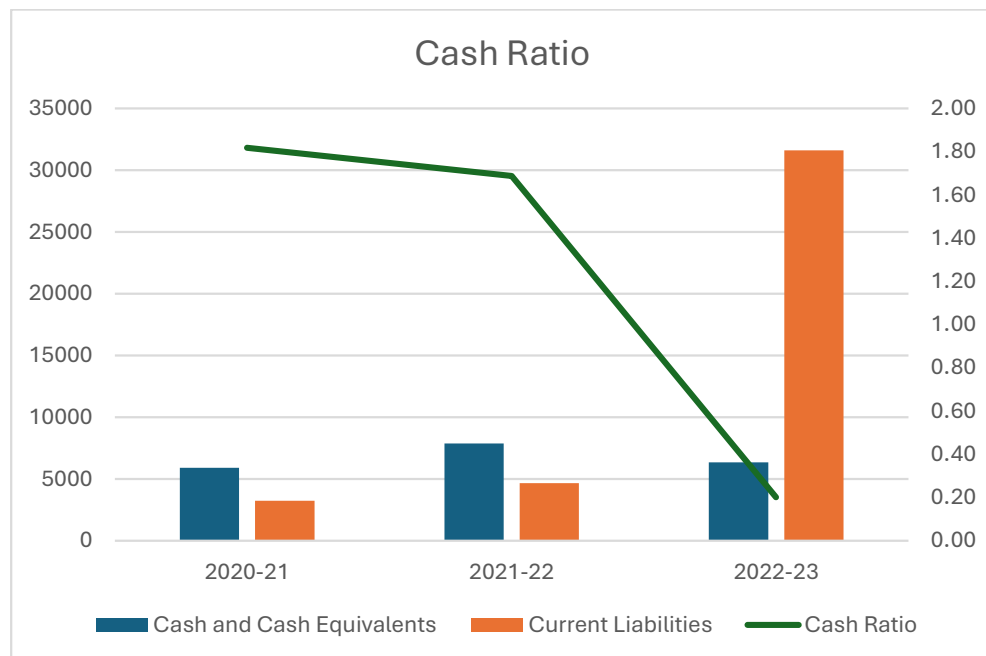


Chart No.4

Interpretation:

**Cash Ratio > 1:** A cash ratio greater than 1 indicates that the company has more cash and cash equivalents than its current liabilities.

**Cash Ratio = 1:** A cash ratio of 1 means that the company has exactly enough cash and cash equivalents to cover its current liabilities.

**Cash Ratio < 1:** A cash ratio less than 1 indicates that the company does not have enough cash and cash equivalents to pay off its current liabilities.

- ❖ Let's see the Analysis of the Company's Past 3 years Working through different Activity Ratios.

### A. Working Capital Turnover Ratio:

The working capital turnover ratio is a financial metric that measures how efficiently a company uses its working capital to generate sales. This ratio helps in assessing the effectiveness of working capital management and the efficiency of operations.

$$\text{Working Capital Turnover Ratio} = \frac{\text{Net Sales}}{\text{Average Working Capital}}$$

Year	Net Sales Rs. (in 100')	Average Working Capital Rs. (in 100')	Working Capital Turnover Ratio
2020-2021	24468	24000	1.02
2021-2022	42458	42000	1.01
2022-2023	106660	60000	1.78

Table No.4

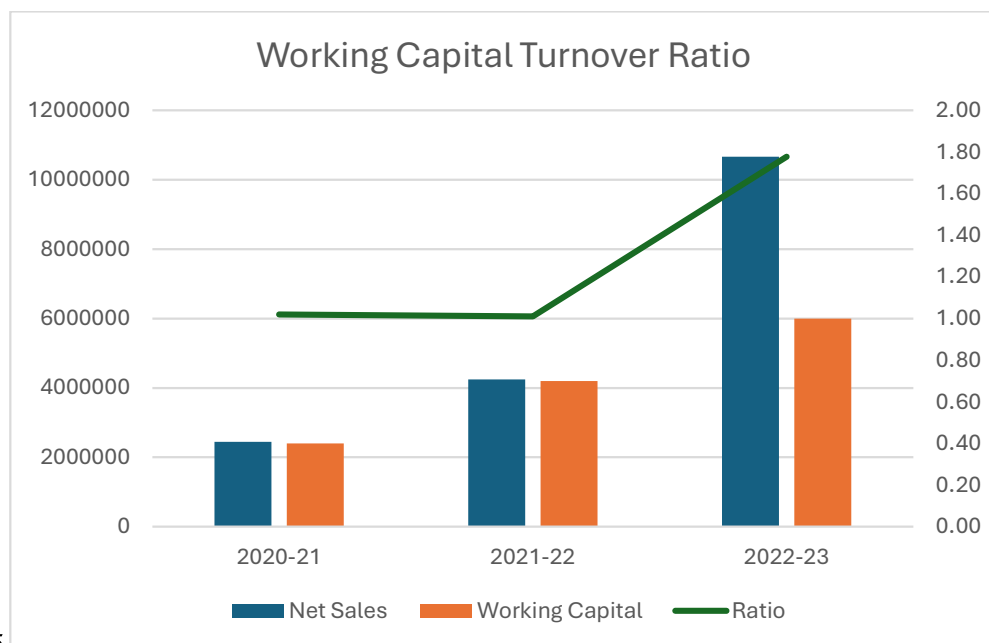


Chart No.5

Interpretation:

**High Working Capital Turnover Ratio:** A high ratio indicates that the company is using its working capital efficiently to generate sales.

**Moderate Working Capital Turnover Ratio:** A moderate ratio typically suggests a balanced approach to managing working capital.

**Low Working Capital Turnover Ratio:** A low ratio indicates that the company is not using its working capital efficiently to generate sales.

**B. Fixed Asset Turnover Ratio:**

Fixed assets, also known as property, plant, and equipment (PP&E), are long-term assets used in the production of goods and services. This ratio helps in assessing the efficiency with which a company utilizes its investment in fixed assets to generate revenue.

$$\text{Fixed Asset Turnover Ratio} = \frac{\text{Net Sales}}{\text{Average Net Fixed Assets}}$$

Year	Net Sales Rs. (in 100')	Average Net Fixed Assets Rs. (in 100')	Fixed Asset Turnover Ratio
2020-2021	24468	255488	9.58
2021-2022	42458	752600	5.64
2022-2023	106660	3843000	2.78

Table No. 5

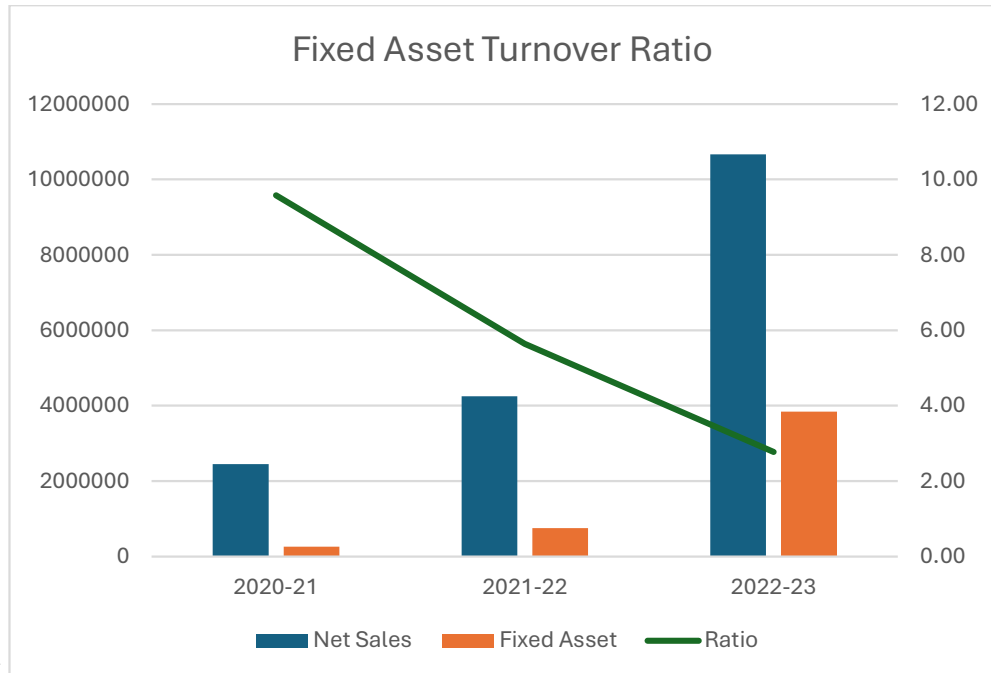


Chart No. 6

Interpretation:

**High Fixed Asset Turnover Ratio:** A high ratio indicates that the company is efficiently using its fixed assets to generate sales. It suggests that the company has a high level of sales relative to its investment in fixed assets

**Moderate Fixed Asset Turnover Ratio:** A moderate ratio generally indicates a balanced use of fixed assets to support sales. It suggests that the company is effectively utilizing its fixed assets without overstraining them.

**Low Fixed Asset Turnover Ratio:** A low ratio indicates that the company is not efficiently using its fixed assets to generate sales. This inefficiency could be due to several reasons, such as under-utilization of assets, excess capacity, or obsolete equipment.



### C. Debtors' Turnover Ratio:

The debtor's turnover ratio, also known as the accounts receivable turnover ratio, measures how efficiently a company collects revenue from its credit customers. This ratio helps assess the effectiveness of a company's credit policies and its ability to manage credit risk.

$$\text{Debtors' Turnover Ratio} = \frac{\text{Net Credit Sales}}{\text{Average Accounts Receivable}}$$

Year	Net Credit Sales Rs. (in 100')	Average Account Receivable Rs. (in 100')	Debtors Turnover Ratio
2020-2021	750	688	1.09
2021-2022	2358	2358	1.0
2022-2023	29565	29106	1.02

Table No. 6

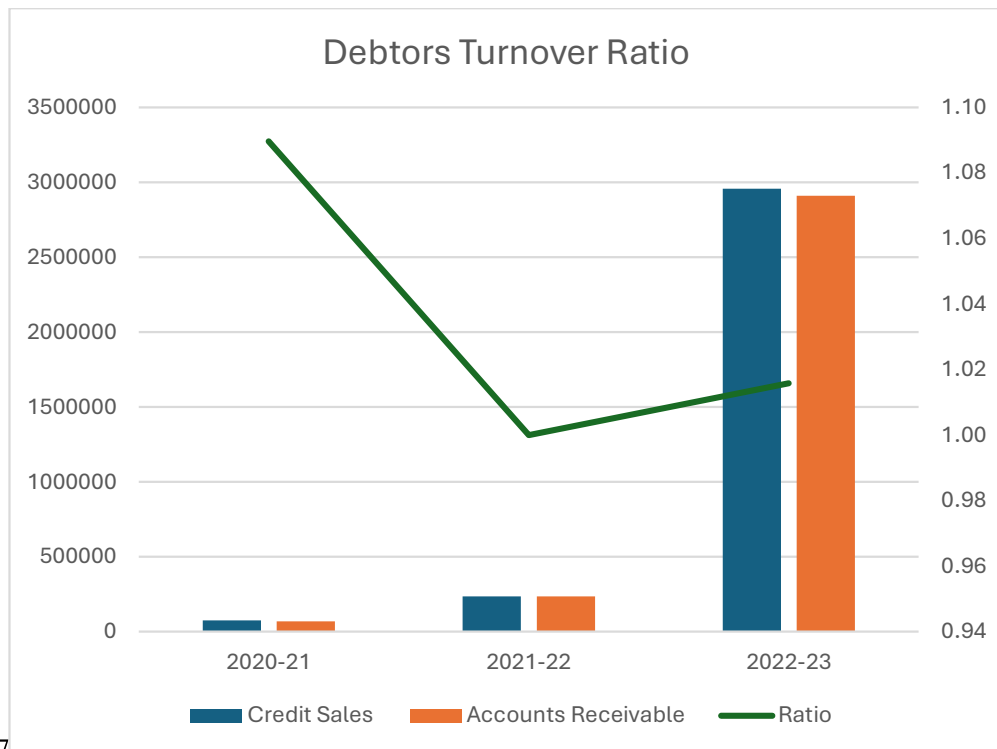


Chart No. 7

Interpretation:

**High Debtors Turnover Ratio:** A high ratio indicates that the company collects its receivables quickly and efficiently. It suggests that the company has effective credit and collection policies, minimizing the amount of outstanding debt

**Moderate Debtors Turnover Ratio:** A moderate ratio suggests a balanced approach to credit management. The company collects its receivables in a reasonable time frame, indicating efficient credit policies and a healthy cash flow situation.

**Low Debtors Turnover Ratio:** A low ratio indicates that the company takes longer to collect its receivables. This can be a sign of inefficiency in the credit and collection process or lenient credit policies.

#### D. Creditors Turnover Ratio:

The creditors' turnover ratio, also known as the accounts payable turnover ratio, measures how efficiently a company pays off its creditors. It indicates how many times, on average, a company pays off its accounts payable during a specific period, typically a year. This ratio helps assess the company's ability to manage its short-term liabilities and its relationships with suppliers.

$$\text{Creditors Turnover Ratio} = \frac{\text{Net Credit Purchases}}{\text{Average Accounts Payable}}$$

Year	Net Credit Purchases Rs. (in 100')	Average Accounts Payable Rs. (in 100')	Creditors Turnover Ratio
2020-2021	4000	3254	1.23
2021-2022	6000	860	6.98
2022-2023	15000	6000	2.50

Table No. 7

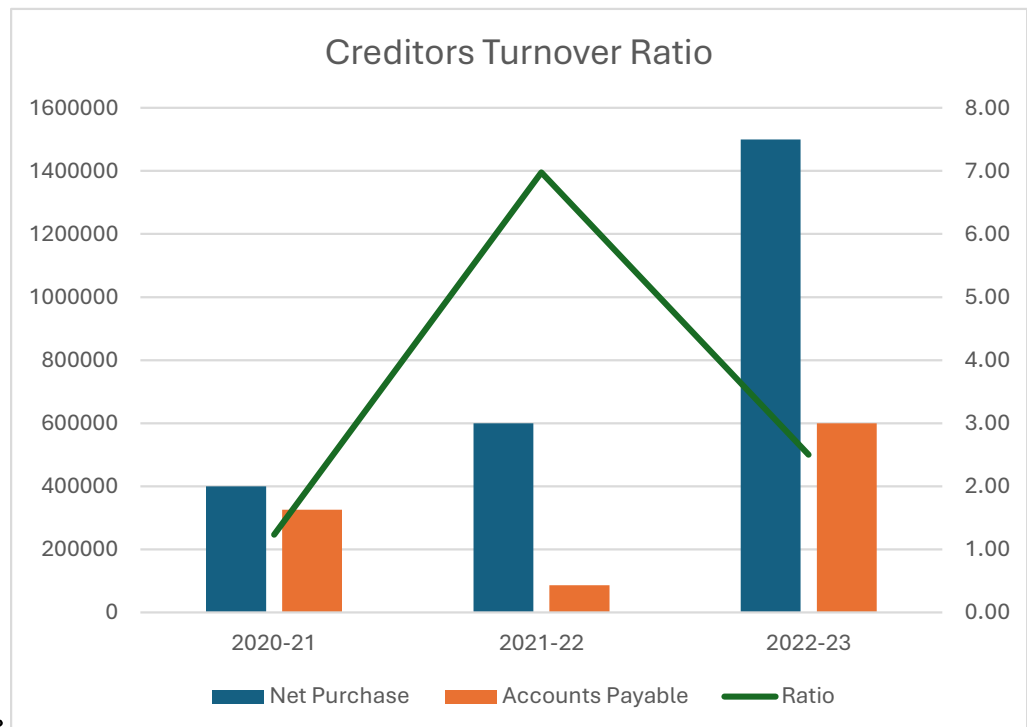


Chart No. 8

Interpretation:

**High Creditors Turnover Ratio:** A high ratio indicates that the company pays off its creditors quickly and efficiently. It suggests that the company maintains good relationships with its suppliers and may be able to negotiate favorable credit terms.

**Moderate Creditors Turnover Ratio:** A moderate ratio generally reflects a balanced approach to managing accounts payable. The company is paying its creditors in a timely manner while possibly taking advantage of favorable credit terms and maintaining healthy supplier relationships.

**Low Creditors Turnover Ratio:** A low ratio indicates that the company takes longer to pay off its creditors. This may suggest inefficiencies in managing payables or cash flow issues.

**E. Total Asset Turnover Ratio:**

The total asset turnover ratio measures how effectively a company uses its total assets to generate sales revenue. It indicates how many dollars of sales are generated for each dollar invested in assets. This ratio provides insight into the efficiency of asset utilization and operational performance.

$$\text{Total Asset Turnover Ratio} = \frac{\text{Net Sales}}{\text{Average Total Assets}}$$

Year	Net Sales Rs. (in 100')	Average Total Assets Rs. (in 100')	Total Asset Turnover Ratio
2020-2021	24468	24000	1.02
2021-2022	42458	42000	1.01
2022-2023	106660	60000	1.78

Table No.8

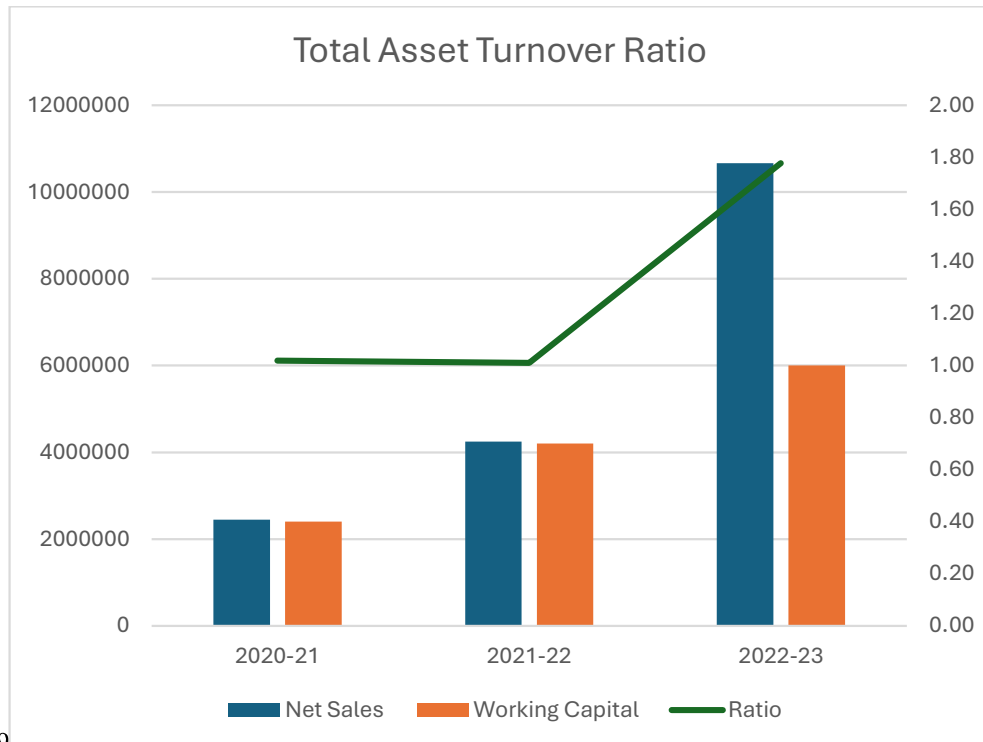


Chart No. 9

Interpretation:

**High Total Asset Turnover Ratio:** A high ratio indicates that the company is effectively using its assets to generate a significant number of sales. This suggests strong operational efficiency and effective asset management.

**Moderate Total Asset Turnover Ratio:** A moderate ratio indicates that the company is using its assets reasonably well to generate sales. This suggests balanced asset management and operational efficiency. The company can generate adequate sales from its asset base, which often reflects a stable operational performance.

**Low Total Asset Turnover Ratio:** A low ratio indicates that the company is not utilizing its assets effectively to generate sales. This might suggest inefficiencies in asset utilization, over-investment in assets relative to sales, or underperformance in revenue generation.

❖ Company's Projection Analysis for the next 3 years:

	2020-21	2021-22	2022-23
<b>Projected Revenue</b>	INR 60,000,000.00	INR 115,000,000.00	INR 185,000,000.00
<b>Growth</b>	94%	92%	61%
<b>Bidding Done</b>	INR 240,000,000.00	INR 460,000,000.00	INR 740,000,000.00
<b>Bids Conversion</b>	25%	25%	25%

Table No. 9

- **Strategy Details:**

In this year, maximum collaboration with middle east companies shall be done. Starting with the Director's alumni base and connects in the middle east, the outreach will be increased. Without any minimum order value, Ecomes shall try to increase the no. of projects delivered in middle east.

Parallely the BD team in India shall be doing continuous follow up and market expansion in India as well. The target is to complete the order book for this year as well as some portions for the next year as well.

- **Strategy Pointers:**

1. International Outreach shall be increased.
2. Middle eastern markets shall be explored.
3. Target of delivering minimum 1 big project in Middle east with full scope and directly from client.
4. Grabbing more Indian market by quoting competitively.

## ❖ **Factors Affecting Working Capital in Architecture Firms**

Several factors can significantly influence the working capital position of architecture firms. Understanding these factors is essential for developing effective working capital management strategies.

Project complexity, client payment terms, and industry competition are some of the key factors impacting working capital in the architecture sector.

### **Project Complexity**

Large-scale, complex projects often involve longer timelines, require substantial investments in resources, and necessitate careful coordination with multiple stakeholders. This can create significant working capital demands, especially during the initial phases of a project when expenses are incurred before revenue is generated.

### **Client Payment Terms**

The payment terms agreed upon with clients can significantly impact on working capital. Lengthy payment cycles, common in the architecture sector, can strain cash flow, making it challenging to meet short-term financial obligations.

### **Industry Competition**

A highly competitive industry can lead to price pressure, making it difficult for firms to secure profitable project margins. This can affect working capital by limiting the funds available for operations, investments, and growth.

## ❖ **Challenges in Working Capital Management**

Architecture firms face specific challenges in managing their working capital effectively. These challenges stem from the unique nature of the industry, including project complexity, client relationships, and the cyclical nature of the design and construction process.

- Delayed Payments
- Unpredictable Project Timelines
- High Project Costs
- Fluctuating Revenue Streams
- Limited Access to Financing



Addressing these challenges requires a proactive approach to working capital management. Architects must develop strategies to mitigate these risks, improve cash flow efficiency, and ensure the financial stability of their firms

### ❖ **Strategies for Optimizing Working Capital**

Several proven strategies can help architecture firms optimize their working capital and enhance their financial performance.

These strategies focus on improving cash flow, minimizing expenses, and securing timely payments.

#### **Accurate Forecasting**

Developing detailed project forecasts that accurately estimate costs, timelines, and revenue streams is crucial for effective working capital management. By anticipating potential cash flow gaps, firms can plan for financing needs and avoid surprises.

#### **Efficient Billing Processes**

Streamlining billing processes and ensuring timely invoices are essential for maintaining a healthy cash flow. Firms should consider implementing automated systems to reduce manual errors and ensure accurate billing.

#### **Negotiating Payment Terms**

Negotiating favorable payment terms with clients can significantly improve working capital. Architects should aim for shorter payment cycles and explore options such as progress payments or milestones to receive payments throughout the project lifecycle.

#### **Strategic Resource Allocation**

Optimizing resource allocation is crucial for managing working capital. Firms should prioritize projects that offer strong profitability and carefully allocate resources to ensure they are deployed efficiently.

#### **Managing Accounts Receivable**

Maintaining a robust accounts receivable management system is vital. Firms should have clear collection policies, monitor outstanding invoices closely, and take timely action to collect overdue payments.

## **Cost Control**

Implementing cost control measures is essential for optimizing working capital. Firms should carefully analyze expenses, identify areas for cost reduction, and negotiate favorable rates with suppliers.

### **❖ Advantages of effective working capital management**

1. **Improved Liquidity**
  - Ensures that the firm has sufficient cash flow to meet its short-term obligations, such as paying salaries, rent, and utilities.
2. **Efficient Use of Resources**
  - Optimizing inventory and accounts receivable helps reduce wastage and idle resources, improving overall operational efficiency.
3. **Enhanced Client Trust**
  - Timely payments to suppliers and contractors build strong relationships and credibility in the industry, which is crucial for securing long-term projects.
4. **Reduced Financial Stress**
  - Proper management of working capital minimizes the risk of cash crunches, ensuring smoother project execution without delays due to lack of funds.
5. **Flexibility in Project Financing**
  - Help maintain a balance between current assets and liabilities, enabling the firm to take on new projects without over-relying on external funding.
6. **Cost Savings**
  - Avoiding penalties for late payments and benefiting from early payment discounts offered by suppliers.

## ❖ **Disadvantages of Working Capital Management**

1. **Overemphasis on Short-Term Goals**
  - Excessive focus on short-term liquidity might divert attention from long-term profitability and growth strategies.
2. **High Administrative Costs**
  - Managing working capital involves detailed tracking of accounts receivable, payable, and inventory, which can increase administrative overhead.
3. **Potential Overfunding Issues**
  - Excess working capital can lead to inefficient use of funds, such as maintaining higher inventory levels than necessary, tying up capital that could be invested elsewhere.
4. **Dependency on External Stakeholders**
  - In the architecture sector, delays in client payments or project approvals can disrupt working capital cycles, causing cash flow issues.
5. **Risk of Overleveraging**
  - To manage short-term cash deficits, firms might rely heavily on external borrowing, increasing interest costs and financial risks.
6. **Market and Economic Vulnerability**

External factors such as rising material costs, inflation, or slowdowns in the construction industry can negatively impact the effectiveness of working capital management.

## ❖ **SWOT Analysis for an Architecture Firm**

### **Strengths (Internal Factors)**

1. **Creative Expertise:**
  - Strong design capabilities and innovative architectural solutions.
  - Highly skilled architects and designers with niche specializations.
2. **Established Brand Reputation:**
  - Long-standing relationships with clients and stakeholders.
  - Recognized for unique design aesthetics or eco-friendly projects.
3. **Diverse Portfolio:**
  - Experience in various sectors: residential, commercial, industrial, and urban planning.

- Proven track record of successful projects in different geographies.
- 4. **Technological Advancements:**
  - Use of advanced tools like BIM (Building Information Modeling), CAD, and VR for visualization.
- 5. **Efficient Project Management:**
  - Strong internal systems for managing timelines and costs.

### **Weaknesses (Internal Factors)**

1. **High Fixed Costs:**
  - Overheads related to office spaces, staff salaries, and software licenses.
2. **Dependency on Client Payments:**
  - Delayed payments from clients affecting cash flow and working capital.
3. **Limited Financial Reserves:**
  - Inability to handle large-scale projects due to limited funding or liquidity.
4. **Staff Turnover:**
  - Retention challenges for highly skilled architects and designers.
5. **Project-Based Revenue Model:**
  - Irregular income due to dependence on project acquisition and completion.

### **Opportunities (External Factors)**

1. **Growing Demand for Sustainable Architecture:**
  - Rising interest in green building designs and eco-friendly construction.
2. **Urbanization and Infrastructure Development:**
  - Increased demand for residential and commercial spaces in urban areas.
3. **Technological Innovations:**
  - Integration of AI and IoT in smart building designs.
  - Opportunities to offer VR/AR-based design walkthroughs for clients.
4. **Government Initiatives:**
  - Policies promoting affordable housing and smart cities creating demand.
5. **Global Expansion:**

- Opportunities to collaborate with international firms and tap into global markets.

### **Threats (External Factors)**

#### **1. Economic Downturns:**

- Recessions or market slowdowns reducing investment in construction and infrastructure.

#### **2. Intense Competition:**

- Rivalry among architecture firms leading to price undercutting.

#### **3. Regulatory Changes:**

- Stringent building codes, zoning laws, and environmental regulations increasing complexity.

#### **4. Rising Costs:**

- Escalation in material and labor costs impacting profitability.

#### **5. Technological Disruption:**

- Firms unable to adopt new technologies may fall behind competitors.

### **Strategic Takeaways**

#### **1. Leverage Strengths:**

- Focus on niche markets (e.g., sustainable or luxury design) to enhance reputation and profitability.

#### **2. Address Weaknesses:**

- Develop strategies to optimize cash flow and diversify revenue streams, such as subscription-based design services.

#### **3. Seize Opportunities:**

- Invest in technology and form partnerships to expand globally or into emerging markets.

#### **4. Mitigate Threats:**

- Build a financial buffer to withstand economic downturns and strengthen marketing efforts to stay competitive.

This analysis provides a roadmap for improving internal capabilities and leveraging

external opportunities while managing risks. Let me know if you'd like specific examples or additional details for any section!

## **Chapter – 6**

### **Key Findings & Observations/Learning from the tasks carried out**

#### **1. Working Capital Position**

- The firm's current ratio indicates whether it has adequate short-term assets to cover its liabilities.  
(e.g., "The current ratio was 1.5:1, suggesting a stable liquidity position.")
- Analysis of working capital turnover shows how effectively the firm is using its working capital to generate revenue.  
(e.g., "A high working capital turnover ratio indicates efficient use of resources.")

#### **2. Accounts Receivable Management**

- Payment Delays: Significant delays in receiving payments from clients due to extended project timelines and client-driven changes.  
(e.g., "On average, receivables were outstanding for 90 days, leading to liquidity constraints.")
- Credit Policy: Absence of strict credit policies resulted in inconsistent cash inflows.  
(e.g., "The firm lacked a defined credit policy, relying heavily on client goodwill.")

#### **3. Accounts Payable Management**

- Supplier Relationships: The firm had good relations with suppliers, benefiting from extended credit terms.  
(e.g., "90% of suppliers allowed a credit period of 45 days, aiding short-term liquidity.")
- Missed Discounts: The firm missed early payment discounts due to cash flow constraints.  
(e.g., "An estimated 5% savings on material costs were lost due to late payments.")

#### **4. Inventory Management**

- **Excess Inventory Holding:** High levels of material stock led to increased storage costs and capital tie-up.  
(e.g., "Inventory turnover ratio was lower than the industry average, indicating inefficiencies.")
- **Stockouts:** Occasional material shortages delayed project timelines, impacting client satisfaction.

#### **5. Cash Flow Management**

- **Cash Shortages:** Temporary cash shortages during peak project phases caused operational delays.  
(e.g., "Short-term borrowing increased by 20% to cover cash deficits.")
- **Dependence on Project Milestones:** Heavy reliance on milestone payments from clients caused irregular cash flows.  
(e.g., "Delayed project approvals led to cash flow disruptions.")

#### **6. Financial Analysis and Metrics**

- **Low Quick Ratio:** Indicates potential liquidity issues due to high reliance on inventory.  
(e.g., "The quick ratio was below the ideal 1:1 benchmark, pointing to liquidity risks.")
- **High Working Capital Cycle:** The time taken to convert current assets into cash was longer than industry standards.  
(e.g., "The working capital cycle averaged 120 days, compared to the industry average of 90 days.")

#### **7. Industry-Specific Challenges**

- **Project-Based Revenue:** The firm's revenue cycle depended heavily on project completion, making cash flow inconsistent.
- **Macroeconomic Factors:** Rising material costs and inflation impacted cost estimates and working capital requirements.
- **Client Dependency:** Delays in client approvals or changes in project scope increased costs and extended receivable periods.



## **8. Use of Technology**

- **Lack of Automation:** The firm relied on manual tracking for accounts receivable and payable, increasing errors and inefficiencies.  
(e.g., "The absence of ERP software resulted in delayed invoicing and reconciliation errors.")
- **Opportunity for Improvement:** Investing in tools for financial tracking could streamline processes.

## **9. Recommendations Derived from Findings**

- **Strengthen Credit Policies:** Implement clear payment terms and incentivize early payments.
- **Optimize Inventory Levels:** Use just-in-time (JIT) strategies to reduce excess inventory.
- **Cash Flow Forecasting:** Develop robust cash flow models to anticipate deficits and plan short-term borrowing effectively.

## Chapter – 7

### Key contributions to the organization

#### **Streamlining Accounts Receivable:**

Proposed strategies to reduce payment delays from clients, such as introducing milestone-based invoices and stricter payment follow-up protocols.

(e.g., "Suggested implementing automated reminders for overdue invoices, leading to improved collection rates.")

#### **Optimized Credit Terms:**

Reviewed and proposed better payment terms with suppliers to balance cash flow needs.

(e.g., "Negotiated extended credit periods with key suppliers, reducing short-term financial strain.")

#### **Proposed Automation Solutions:**

Recommended using ERP or financial software for managing accounts and cash flows to reduce manual errors and improve efficiency.

(e.g., "Suggested implementing an ERP system to track receivables and payables in real-time.")

#### **Excel Tools Development:**

Created customized Excel models for financial tracking, cash flow forecasting, or working capital analysis.

(e.g., "Designed a dashboard to monitor working capital KPIs, providing the management team with actionable insights.")

#### **Knowledge Sharing with Team:**

Shared insights and best practices with the accounts or project management team, enhancing their understanding of working capital management.

(e.g., "Conducted a brief session on the importance of maintaining an optimal working capital cycle.")

## Chapter - 8

### Conclusion

The study was conducted to analyze the working capital management in Green Ecomes Solution Private Limited, in the state of Maharashtra. The Financial position of the company was analyzed and interpreted by using the tool of ratio analysis through annual reports from 2020-21 to 2022-23.

The study on working capital in the architecture firm has revealed several critical insights into the firm's financial health and operational efficiency. By analyzing key components of working capital, including current assets and liabilities, and assessing the firm's cash conversion cycle, we have identified both strengths and areas needing improvement.

#### Key Findings

1. **Liquidity Position:** The firm's current ratio and quick ratio indicate a generally sound liquidity position, suggesting that it has sufficient short-term assets to cover its short-term liabilities. However, there is room for improvement to ensure greater financial stability.
2. **Efficiency in Managing Receivables and Payables:** The analysis of the Days Sales Outstanding (DSO) and Days Payables Outstanding (DPO) metrics highlighted that while the firm efficiently manages its receivables, there are opportunities to optimize the payment cycle to suppliers without straining relationships or risking supply chain disruptions.
3. **Inventory Management:** Although inventory levels are not as critical in an architecture firm compared to manufacturing firms, managing project-related supplies and materials more effectively can free up significant working capital.
4. **Cash Conversion Cycle (CCC):** The firm's CCC indicates that it takes a moderate amount of time to convert its investments in projects into cash flows. Streamlining processes and improving project completion times could reduce the CCC and enhance cash flow.

5. **Comparative Analysis:** Benchmarking against industry standards showed that while the firm performs well in certain areas, there are several best practices from the industry that can be adopted to further improve working capital efficiency.

## **Limitations**

- ❖ The analysis is limited to just Three years of data study (from year 2021 to year 2023) for financial analysis.
- ❖ Limited interaction with the concerned heads due to their busy schedule.
- ❖ The findings of the study are based on the information retrieved by the selected unit.
- ❖ The study does not cover long-term financial strategies or investment decisions beyond the scope of working capital management.
- ❖ Detailed analysis of non-current assets and liabilities is excluded as the focus is on current assets and liabilities.

The study is limited to the financial data and operational practices of a single architecture firm and may not fully represent the practices of other firms in the industry.

## Scope

The scope of this study on working capital management in the architecture sector includes the following aspects:

1. **Industry Focus:** The study is specifically focused on the architecture sector, exploring the unique financial and operational dynamics that influence working capital management within this industry.
2. **Key Components of Working Capital:** The study covers the critical components of working capital, including:
  - **Accounts Receivable:** Analysis of billing cycles, credit terms, and collection practices.
  - **Accounts Payable:** Examination of payment terms, supplier relationships, and negotiation strategies.
  - **Inventory Management:** Although less prevalent in architecture firms, any materials or supplies relevant to the sector will be considered.
3. **Financial Ratios and Metrics:** The study employs various financial ratios and metrics to assess the efficiency of working capital management, such as:
  - Current Ratio
  - Quick Ratio
  - Cash Conversion Cycle
  - Days Sales Outstanding (DSO)
  - Days Payable Outstanding (DPO)

## **Bibliography**

- <https://www.investopedia.com/terms/w/workingcapitalmanagement.asp>
- <https://www.archdaily.com/979793/how-to-best-manage-your-architecture-firms-finances>
- <https://monograph.com/blog/guide-to-financial-management-for-architecture-firms>

## **Annexures**

- ❖ Financial Statement of the company from F.Y. 2020-21 to 2022-23



**BALANCE SHEET AS AT 31st MARCH, 2021.**

PARTICULARS	NOTE NO.	31.03.2021 (AMOUNT IN RS.)	31.03.2020 (AMOUNT IN RS.)
<b><u>I. EQUITY AND LIABILITIES</u></b>			
<b><u>(1) SHAREHOLDER'S FUND</u></b>			
(a) Share Capital	1	1,00,000	1,00,000
(b) Reserves and Surplus	2	4,86,247	2,52,545
<b><u>(2) NON CURRENT LIABILITIES</u></b>			
(a) Long-term borrowings	3	2,89,776	2,89,776
(b) Deferred tax liabilities (Net)		-	-
(c) Other Long term liabilities		-	-
(d) Long Term Provisions		-	-
<b><u>(3) CURRENT LIABILITIES</u></b>			
(a) Short-term borrowings		-	-
(b) Trade payables		-	-
- Total outstanding dues of MSME		-	-
- Total outstanding dues of other than MSME		-	-
(c) Other current liabilities		-	-
(d) Short-term provisions	4	3,25,362	81,897
<b>TOTAL</b>		<b>12,01,384</b>	<b>7,24,217</b>
<b><u>II. ASSETS</u></b>			
<b><u>(1) NON-CURRENT ASSETS</u></b>			
(a) Fixed assets			
(i) Tangible assets	5	2,55,488	1,50,921
(ii) Intangible assets			-
(iii) Capital work-in-progress			-
(iv) Intangible assets under development			-
(b) Non-current investments			-
(c) Deferred tax assets (net)		21,089	15,270
(d) Long term loans and advances		-	-
(e) Other non-current assets		-	-
<b><u>(2) CURRENT ASSETS</u></b>			
(a) Current investments			
(b) Inventories			
(c) Trade receivables	6	68,834	2,67,235
(d) Cash and cash equivalents	7	5,91,327	95,278
(e) Short-term loans and advances		-	-
(f) Other current assets	8	2,64,646	1,95,513
<b>TOTAL</b>		<b>12,01,384</b>	<b>7,24,217</b>

**SEE ACCOMPANYING NOTES TO THE FINANCIAL STATEMENTS  
AS PER OUR REPORT OF EVEN DATE**

**FOR JHAMVAR & CO.  
FIRM REG. NO. 136613W  
CHARTERED ACCOUNTANTS**

**FOR GREEN-ECOMES SOLUTIONS PRIVATE  
LIMITED**





**NIKIITA JHAMVAR  
PROPRIETOR  
M. NO. 155542  
PLACE : PUNE  
DATE : 03.11.2021  
UDIN : 21155542AAAAIJ6983**

**ANIKET NAMPALLIWAR  
DIN: 07835917  
DIRECTOR  
PLACE: PUNE  
DATE:**

**ROHIT KOUL  
DIN: 07835919  
DIRECTOR  
PLACE: PUNE  
DATE:**

**GREEN-ECOMES SOLUTIONS PRIVATE LIMITED**  
**Flat No. C-1003, Sky Heights, Sr No. 44, Pisoli, Pune - 411060.**  
**Ph. No. 9637900660 Email: aniket@ecom.es.in**  
**CIN: U74999PN2017PTC171012**

**PROFIT AND LOSS FOR THE YEAR ENDED 31st MARCH, 2021.**

PARTICULARS	NOTE NO.	31.03.2021 (AMOUNT IN RS.)	31.03.2020 (AMOUNT IN RS.)
<b>I. REVENUE:</b>			
(i) Revenue from operations	9		
- Domestic Operations		24,46,802	19,91,292
(ii) Other Income (Interest on IT Refund)		8,647	7,288
		<b>24,55,449</b>	<b>19,98,580</b>
<b>II. EXPENSES:</b>			
(i) Cost of materials consumed		-	-
(ii) Employee benefit expense	10	14,69,888.00	7,74,610.00
(iii) Financial costs	11	2,503.96	307.83
(iv) Other expenses	12	5,15,047	8,51,601
(v) Depreciation and Amortization Expense		1,53,803	1,37,646
		<b>21,41,242</b>	<b>17,64,165</b>
<b>III. PROFIT BEFORE TAX (I-II)</b>			
		<b>3,14,207</b>	<b>2,34,415</b>
<b>IV. TAX EXPENSE:</b>			
(i) Current tax		86,324.00	68,034.00
(ii) Deferred tax		(5,819)	(9,038)
		<b>80,505</b>	<b>58,996</b>
<b>V. PROFIT FOR THE PERIOD FROM CONTINUING OPERATIONS (III-IV)</b>			
		<b>2,33,702</b>	<b>1,75,419</b>
<b>VI. PROFIT FOR THE PERIOD</b>			
		<b>2,33,702</b>	<b>1,75,419</b>
<b>VII. EARNINGS PER EQUITY SHARE:</b>			
(1) Basic		23	18
(2) Diluted			
<b>VIII. Profit/(Loss) carried to Balance Sheet</b>			
		<b>2,33,702</b>	<b>1,75,419</b>

SEE ACCOMPANYING NOTES TO THE FINANCIAL STATEMENTS

AS PER OUR REPORT OF EVEN DATE  
FOR JHAMVAR & CO.  
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CHARTERED ACCOUNTANTS

FOR GREEN-ECOMES SOLUTIONS PRIVATE  
LIMITED



ANIKET NAMPALLIWAR  
DIN: 07835917  
DIRECTOR  
PLACE: PUNE  
DATE:



ROHIT KOUL  
DIN: 07835919  
DIRECTOR  
PLACE: PUNE  
DATE:

NIKIITA JHAMVAR  
PROPRIETOR  
M. NO. 155542  
PLACE : PUNE  
DATE : 03.11.2021  
UDIN : 21155542AAAAIJ6983

**GREEN-ECOMES SOLUTIONS PRIVATE LIMITED**

FLAT NO. C-1003, SKY HEIGHTS, SR NO. 44, PISOLI, PUNE - 411060.  
CIN: U74999PN2017PTC171012 , Email: rohit@ecom.es.in, Contact no: 9637900660

**Balance Sheet as at 31st March 2022**

Sr. No.	Particulars	Note No.	31-Mar-22 Rs. (in 100's)	31-Mar-21 Rs. (in 100's)
<b>A</b>	<b>EQUITY AND LIABILITIES</b>			
<b>1</b>	<b>Shareholder's Funds</b>			
	(a) Share Capital	3	1,000	1,000
	(b) Reserve & Surplus	4	12,097	4,862
			13,097	5,862
<b>2</b>	<b>Share Application Money Pending Allotment</b>		-	-
<b>3</b>	<b>Non-Current Liabilities</b>			
	(a) Long-Term Borrowings	5	7,208	2,898
	(b) Deferred Tax Liabilities (net)		-	-
	(c) Debentures		-	-
			7,208	2,898
<b>4</b>	<b>Current Liabilities</b>			
	(a) Short-Term Borrowings		-	-
	(b) Trade Payables	6	86	-
	(c) Other Current Liabilities	7	3,217	250
	(d) Short-Term Provisions	8	1,366	3,003
			4,669	3,254
	<b>TOTAL</b>		<b>24,973</b>	<b>12,014</b>
<b>B</b>	<b>ASSETS</b>			
<b>1</b>	<b>Non-Current Assets</b>			
	(a) Fixed Assets			
	(i) Property Plant and Equipments	9	7,526	2,555
	(ii) Intangible Assets		-	-
	(iii) Capital Work-in-Progress		-	-
	(iv) Intangible Assets Under Development		-	-
	(v) Fixed Assets Held for Sale		-	-
	(b) Non-Current Investments		-	-
	(c) Deferred Tax Assets (net)		250	211
	(d) Other Non-Current Assets		-	-
			7,775	2,766
<b>2</b>	<b>Current Assets</b>			
	(a) Other Current Assets	10	6,963	2,646
	(b) Inventories		-	-
	(c) Trade Receivables	11	2,358	688
	(d) Cash and Cash Equivalents	12	7,877	5,913
	(e) Short-Term Loans and Advances		-	-
			-	-
	<b>TOTAL</b>		<b>24,973</b>	<b>12,014</b>
	See accompanying notes forming part of the financial statements			

Signature to the Notes 1 to 17

As per our report of even date

For Jhamvar & Co

Chartered Accountants

F. R. No 136613W

*Nikita Jhamvar*

CA Nikita Jhamvar

Proprietor (M. No: 155542)

Place : Pune

Date : 05/09/2022

UDIN : 22155542AVILDE4139



**FOR GREEN-ECOMES SOLUTIONS  
PRIVATE LIMITED**

*Aniket Nampalliwar*  
Director

Aniket Nampalliwar

DIN: 07835917

*Rohit Koul*  
Director

Rohit Koul

DIN: 07835919

**GREEN-ECOMES SOLUTIONS PRIVATE LIMITED**

FLAT NO. C-1003, SKY HEIGHTS, SR NO. 44, PISOLI, PUNE - 411060.  
CIN: U74999PN2017PTC171012 ; Email: rohit@ecom.es.in, Contact no: 9637900660

**Statement of Profit and Loss for the year ended 31st March 2022**

Sr. No.	Particulars	Note No.	31-Mar-22 Rs. (in 100's)	31-Mar-21 Rs. (in 100's)
<b>A</b>	<b>CONTINUING OPERATIONS</b>			
1	Income from Operations	13	42,458	24,468
2	Other Income	14	46	86
3	<b>Total Revenue (1+2)</b>		<b>42,504</b>	<b>24,554</b>
4	<b>Expenses</b>			
	Employee Benefits Expense	15	21,725	14,699
	Finance Cost	16	98	25
	Depreciation	9	3,579	1,538
	Other Expenses	17	7,435	5,150
	<b>Total Expenses</b>		<b>32,837</b>	<b>21,412</b>
5	<b>Profit / (Loss) before Exceptional and Extraordinary Items and Tax (3 - 4)</b>		<b>9,667</b>	<b>3,142</b>
6	Exceptional Items ( Loss on Sale of Assets )			
7	<b>Profit / (Loss) Before Extraordinary Items and Tax (5 + 6)</b>		<b>9,667</b>	<b>3,142</b>
8	Extraordinary Items			
9	<b>Profit / (Loss) Before Tax (7 + 8)</b>		<b>9,667</b>	<b>3,142</b>
10	<b>Tax Expense:</b>			
	(a) Provision of Income Tax		2,472	863
	(b) Provision of Deferred Tax		-39	-58
11	<b>Profit / (Loss) for the Year (9 +10)</b>		<b>7,234</b>	<b>2,337</b>
12	<b>Earnings per equity share:</b>			
	Basic		72	23
	Diluted		72	23
	<b>See accompanying notes forming part of the financial statements</b>			

Signature to the Notes 1 to 17  
As per our report of even date  
For Jhamvar & Co  
Chartered Accountants  
F. R. No 136613W

*Nikita*  
CA Nikita Jhamvar  
Proprietor (M. No: 155542)  
Place : Pune  
Date : 05/09/2022  
UDIN : 22155542AVILDE4139



**FOR GREEN-ECOMES SOLUTIONS  
PRIVATE LIMITED**

*Aniket*  
Director  
Aniket Nampaliwar  
DIN: 07835917

*Rohit Koul*  
Director  
Rohit Koul  
DIN: 07835919



**GREEN-ECOMES SOLUTIONS PRIVATE LIMITED**

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**Balance Sheet as at 31st March 2023**

Sr. No.	Particulars	Note No.	31-Mar-23 Rs. (in 100's)	31-Mar-22 Rs. (in 100's)
<b>A</b>	<b>EQUITY AND LIABILITIES</b>			
<b>1</b>	<b>Shareholder's Funds</b>			
	(a) Share Capital	3	1,000	1,000
	(b) Reserve & Surplus	4	20,179	12,097
			21,179	13,097
<b>2</b>	<b>Share Application Money Pending Allotment</b>		-	-
<b>3</b>	<b>Non-Current Liabilities</b>			
	(a) Long-Term Borrowings	5	68,221	7,208
	(b) Deferred Tax Liabilities (net)		-	-
	(c) Debentures		-	-
			68,221	7,208
<b>4</b>	<b>Current Liabilities</b>			
	(a) Short-Term Borrowings		-	-
	(b) Trade Payables	6.00	20,327	86
	(c) Other Current Liabilities	7	10,828	3,217
	(d) Short-Term Provisions	8	450	1,366
			31,605	4,669
	<b>TOTAL</b>		<b>1,21,005</b>	<b>24,973</b>
<b>B</b>	<b>ASSETS</b>			
<b>1</b>	<b>Non-Current Assets</b>			
	(a) Fixed Assets			
	(i) Property Plant and Equipments	9	38,430	7,526
	(ii) Intangible Assets		-	-
	(iii) Capital Work-in-Progress		-	-
	(iv) Intangible Assets Under Development		-	-
	(v) Fixed Assets Held for Sale		-	-
	(b) Non-Current Investments		-	-
	(c) Deferred Tax Assets (net)		329	250
	(d) Other Non-Current Assets		-	-
			38,759	7,775
<b>2</b>	<b>Current Assets</b>			
	(a) Other Current Assets	10	46,794	6,963
	(b) Inventories		-	-
	(c) Trade Receivables	11	29,106	2,358
	(d) Cash and Cash Equivalents	12	6,346	7,877
	(e) Short-Term Loans and Advances		-	-
			-	-
	<b>TOTAL</b>		<b>1,21,005</b>	<b>24,973</b>
	See accompanying notes forming part of the financial statements			

Signature to the Notes 1 to 17

As per our report of even date

For Jhamvar & Co  
Chartered Accountants

F. R. No 136613W

*(Signature)*

CA Nikita Jhamvar

Proprietor (M. No: 155542)

Place : Pune

Date : 05-09-2023

UDIN : 23155542BHAMP3702



**FOR GREEN-ECOMES SOLUTIONS  
PRIVATE LIMITED**

*(Signature)*  
Director

Aniket Nampaliwar

DIN: 07835917

C-1003, Sky Heights,  
Mahoshree Garden, Pisoli, Pune-411060

*(Signature)*  
Director

Rohit Koul

DIN: 07835919

101, Cascade, Nyati Eternity  
Pune-411060

**GREEN-ECOMES SOLUTIONS PRIVATE LIMITED**

FLAT NO. C-1003, SKY HEIGHTS, SR NO. 44, PISOLI, PUNE - 411060.  
CIN: U74999PN2017PTC171012 , Email: rohit@ecom.es.in, Contact no: 9637900660

**Statement of Profit and Loss for the year ended 31st March 2023**

Sr. No.	Particulars	Note No.	31-Mar-23 Rs. (in 100's)	31-Mar-22 Rs. (in 100's)
<b>A</b>	<b>CONTINUING OPERATIONS</b>			
1	Income from Operations	13	1,06,660	42,458
2	Other Income	14	186	46
3	<b>Total Revenue (1+2)</b>		<b>1,06,846</b>	<b>42,504</b>
4	<b>Expenses</b>			
	Employee Benefits Expense	15	54,138	21,725
	Finance Cost	16	22	98
	Depreciation	9	10,486	3,579
	Other Expenses	17	30,939	7,435
	<b>Total Expenses</b>		<b>95,585</b>	<b>32,837</b>
5	<b>Profit / (Loss) before Exceptional and Extraordinary Items and Tax (3 - 4)</b>		<b>11,261</b>	<b>9,667</b>
6	Exceptional Items ( Loss on Sale of Assets )		-	-
7	<b>Profit / (Loss) Before Extraordinary Items and Tax (5 + 6)</b>		<b>11,261</b>	<b>9,667</b>
8	Extraordinary Items		-	-
9	<b>Profit / (Loss) Before Tax (7 + 8)</b>		<b>11,261</b>	<b>9,667</b>
10	<b>Tax Expense:</b>			
	(a) Provision of Income Tax		3,256	2,472
	(b) Provision of Deferred Tax		-77	-39
11	<b>Profit / (Loss) for the Year (9 +10)</b>		<b>8,082</b>	<b>7,234</b>
12	<b>Earnings per equity share:</b>			
	Basic		81	72
	Diluted		81	72
	<b>See accompanying notes forming part of the financial statements</b>			

Signature to the Notes 1 to 17

per our report of even date

Nikita Jhamvar & Co  
Chartered Accountants  
R. No 136613W

*Nikita*  
Nikita Jhamvar  
Proprietor (M. No: 155542)  
Pune  
Date: 05-09-2023  
CIN: 23155542BHAMP3702



**FOR GREEN-ECOMES SOLUTIONS  
PRIVATE LIMITED**

*Aniket*  
Director  
Aniket Nampaliwar  
DIN: 07835917

C-1003, Sky Heights, Matoshree  
Garden, Pisoli, Pune - 411060

*Rohit Koul*  
Director  
Rohit Koul  
DIN: 07835919

101, Cascade, Nyati Eternity,  
Wandri, Pune - 411060