



**ACQU****SORY**  
*Your Growth, Our Business*

**Internal Audit Services**

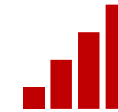
We help clients through the entire business continuum from identification of the problem, to solution, to implementation.



**200+**  
professionals



**Established**  
in **2010**



**Services spanning**  
entire deal  
continuum



**250+ man years** of  
experience of  
leadership team



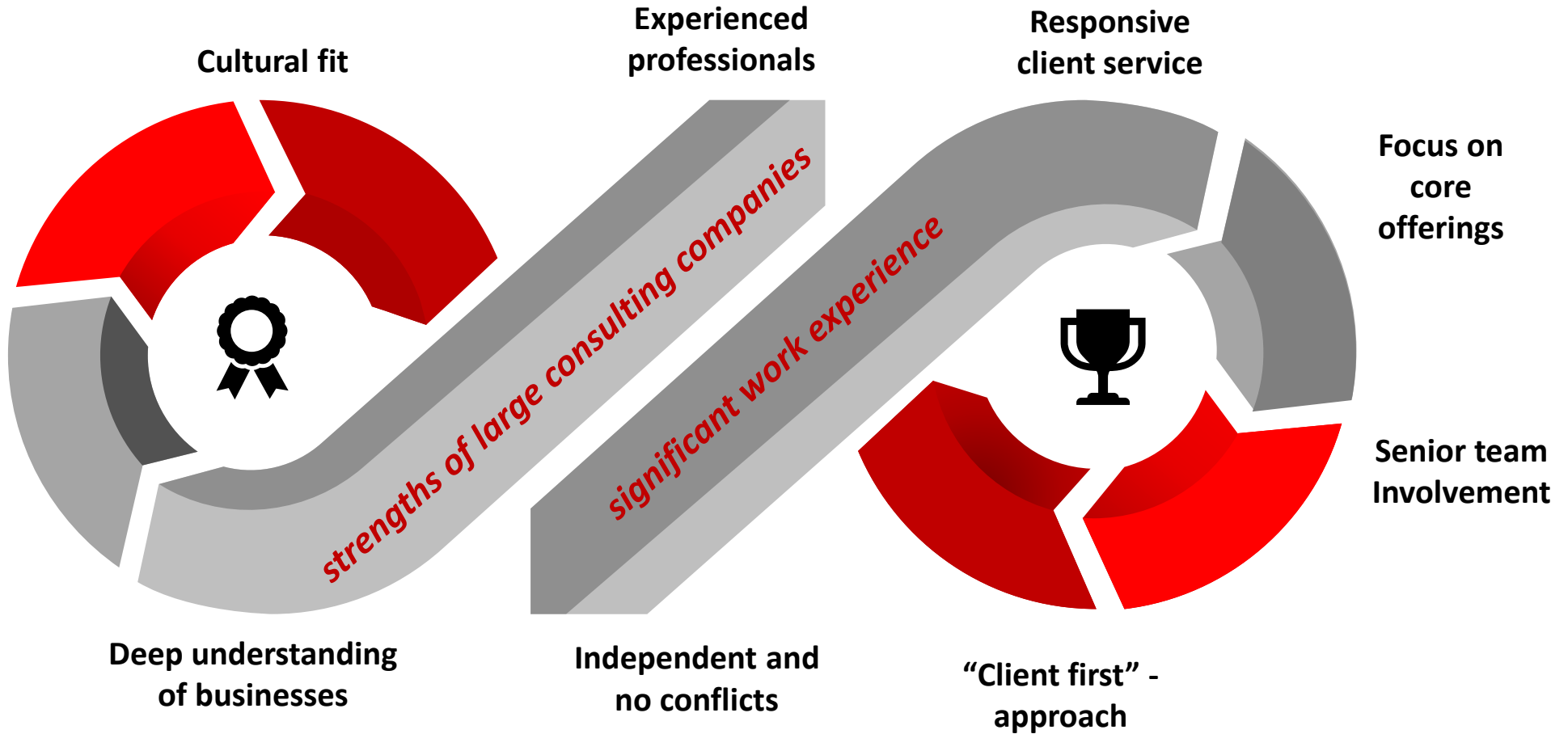
**Opened Dubai**  
office in **2024**



**Offices at Delhi-NCR,**  
**Mumbai , Bengaluru & UAE**  
**(Dubai)**



Acquisory fills a unique and valuable position in the market, as depicted below. We bring a unique blend of knowledge and experience to the table which combine the focus, dedication and independence of a boutique firm, with the methodologies & deep skill-sets of the Big 4.





## Transaction Advisory

- ✓ Due Diligence - FDD/LP GP DD
- ✓ Financial Modelling/ Underwriting Support
- ✓ Corporate Restructuring
- ✓ Buy Side / Sell Side advisory
- ✓ Fund Raising (Debt & Equity)
- ✓ Valuation
- ✓ Deal Structuring / Negotiation
- ✓ M&A Integration



## Asset Management

- ✓ Portfolio Management and Investment Monitoring
- ✓ Strategic Advice
- ✓ Dispute Resolution and litigation Management
- ✓ Exit advice & Maximization of Investors return
- ✓ Asset Management Software



## Operations Risk & Consulting

- ✓ Internal Audit
- ✓ Process Reengineering
- ✓ Cost reduction
- ✓ Working capital Optimization
- ✓ IFC Review
- ✓ Sox Compliance
- ✓ SOP Development
- ✓ Production Audit/DAS Audit



## Assurance & Regulatory

### Financial Reporting

- ✓ Accounting & Reporting
- ✓ Financial Audits
- ✓ Conversion support towards IFRS, IND AS accounting

### Compliance

- ✓ Secretarial
- ✓ Statutory Compliances
- ✓ Fund Compliances



## Fund Operations

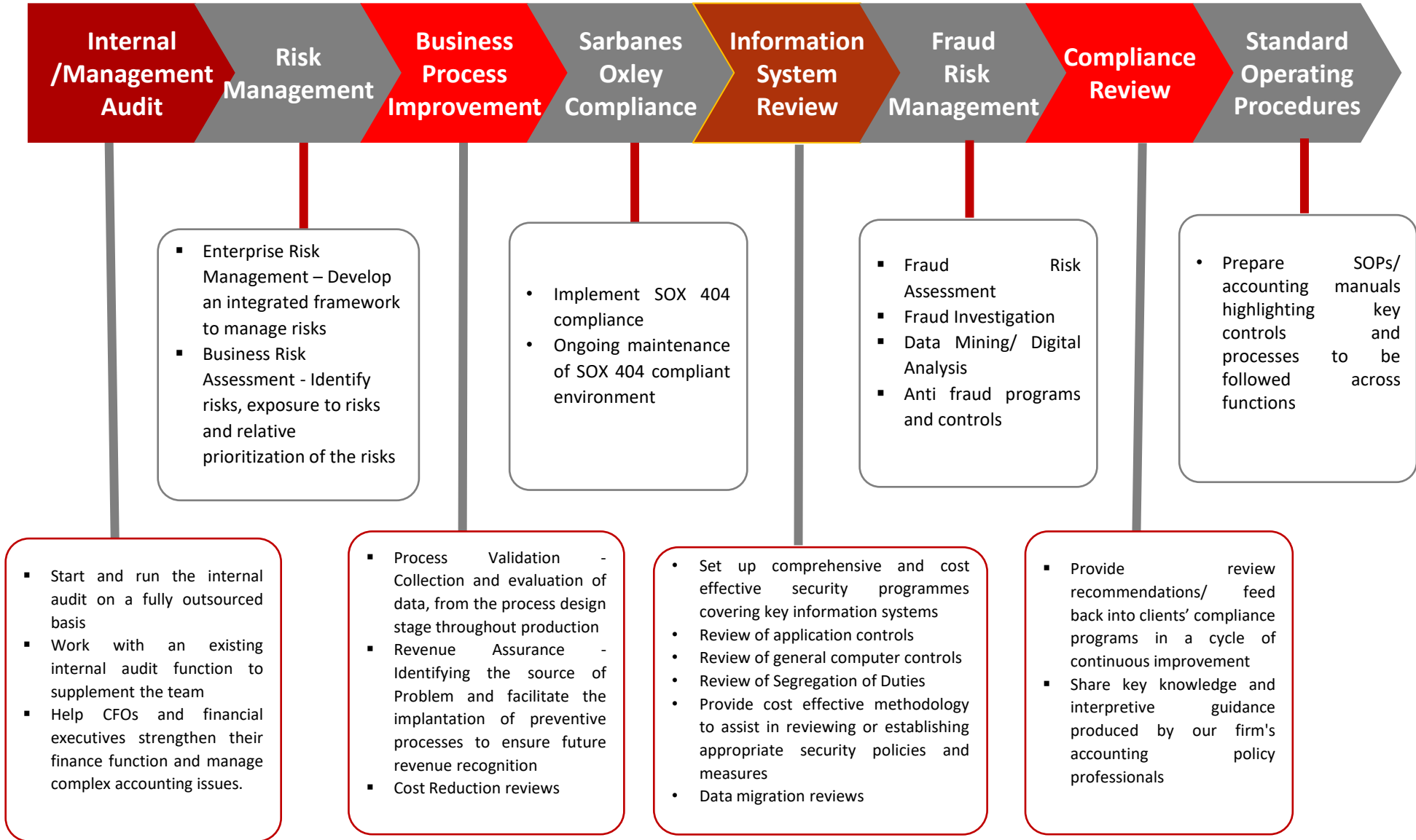
- ✓ Fund Set up Assistance
- ✓ Migration of data
- ✓ Transaction Processing
- ✓ Fund Accounting
- ✓ Portfolio Tracking
- ✓ Returns calculations
- ✓ NAV Computation

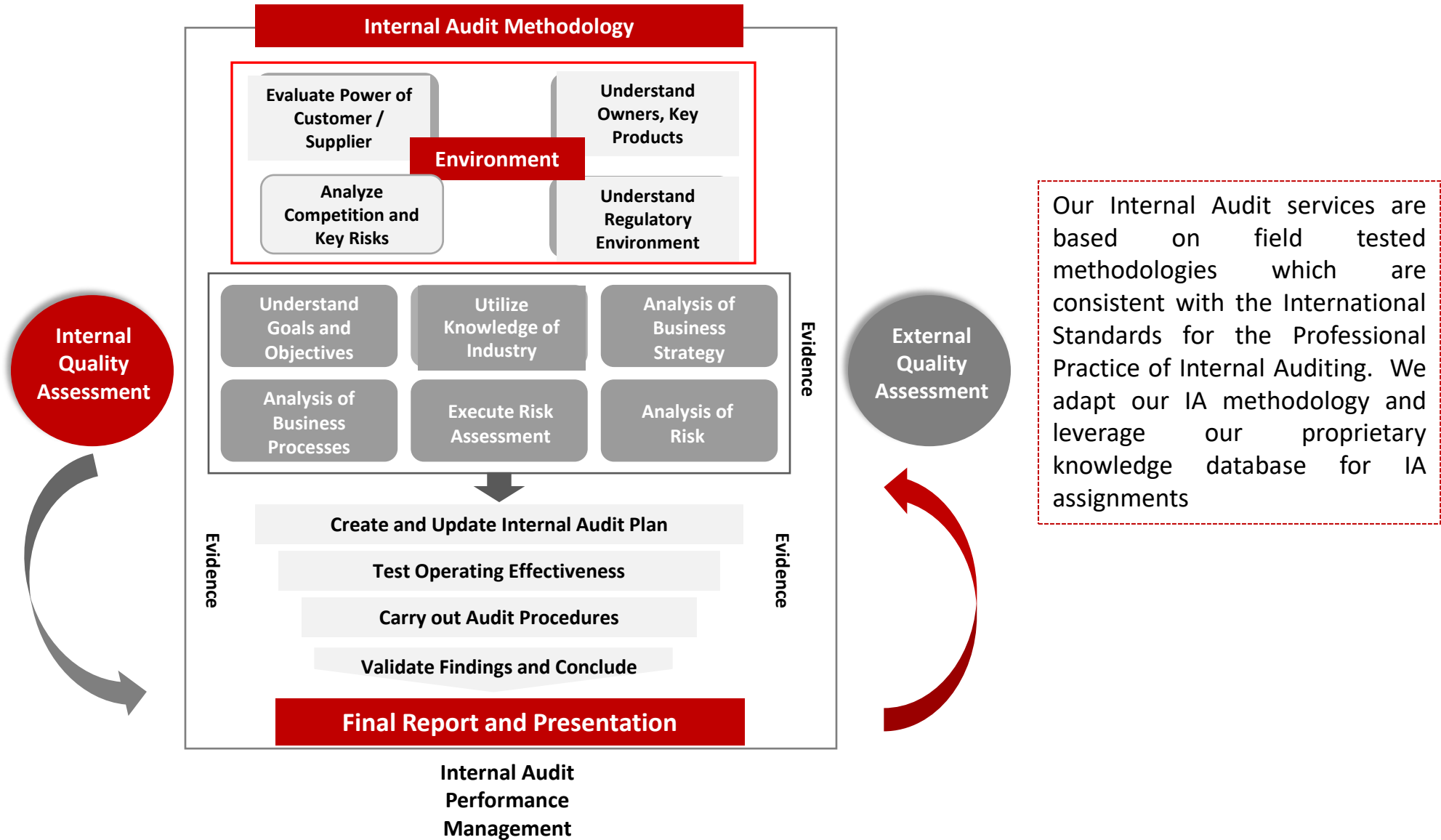


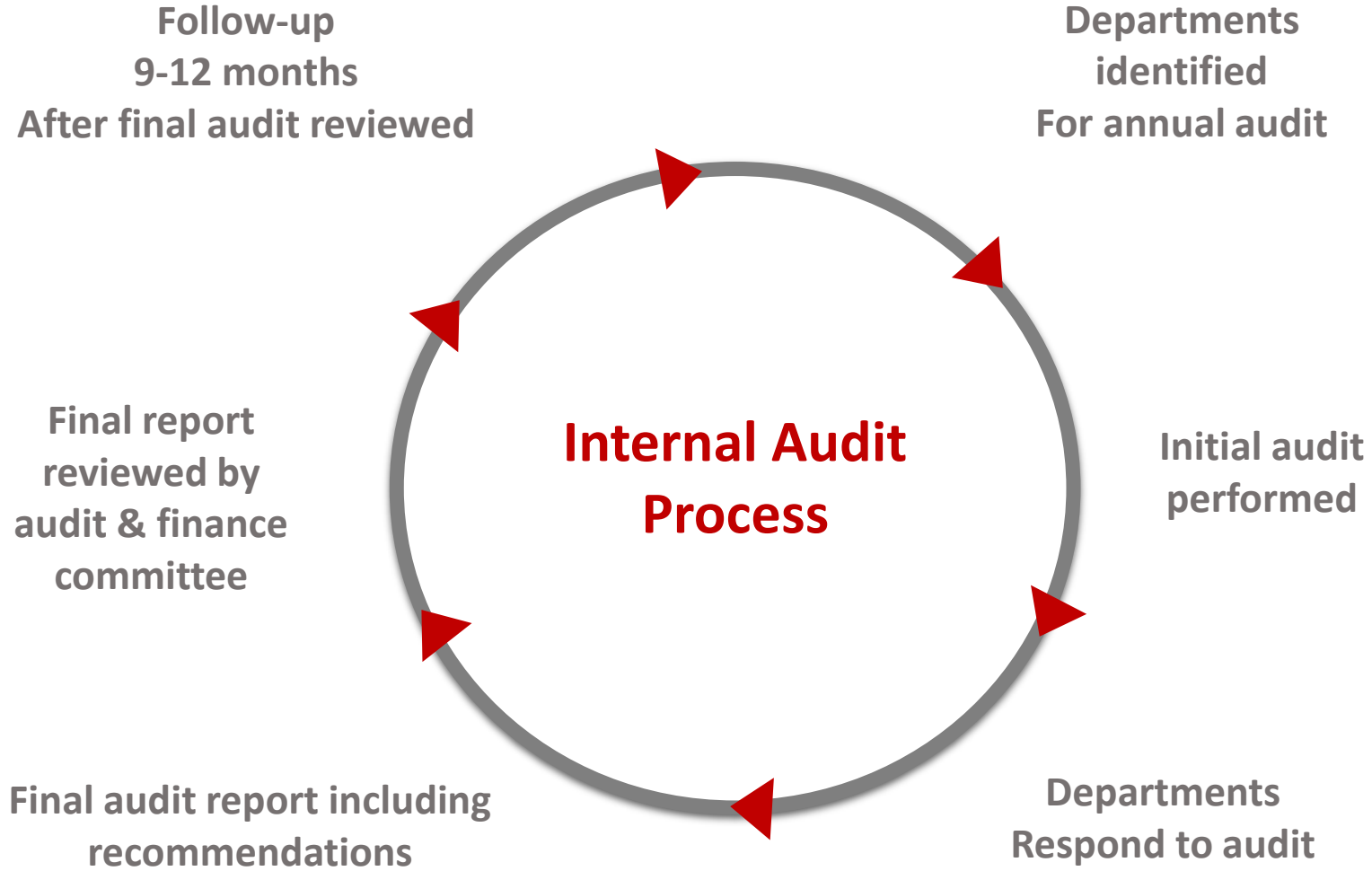
## IT Risks & Forensics

- ✓ Information Security Management Services
- ✓ Forensics
- ✓ Technology Risk Solution
- ✓ Security Risk Management
- ✓ Creative Training Solution

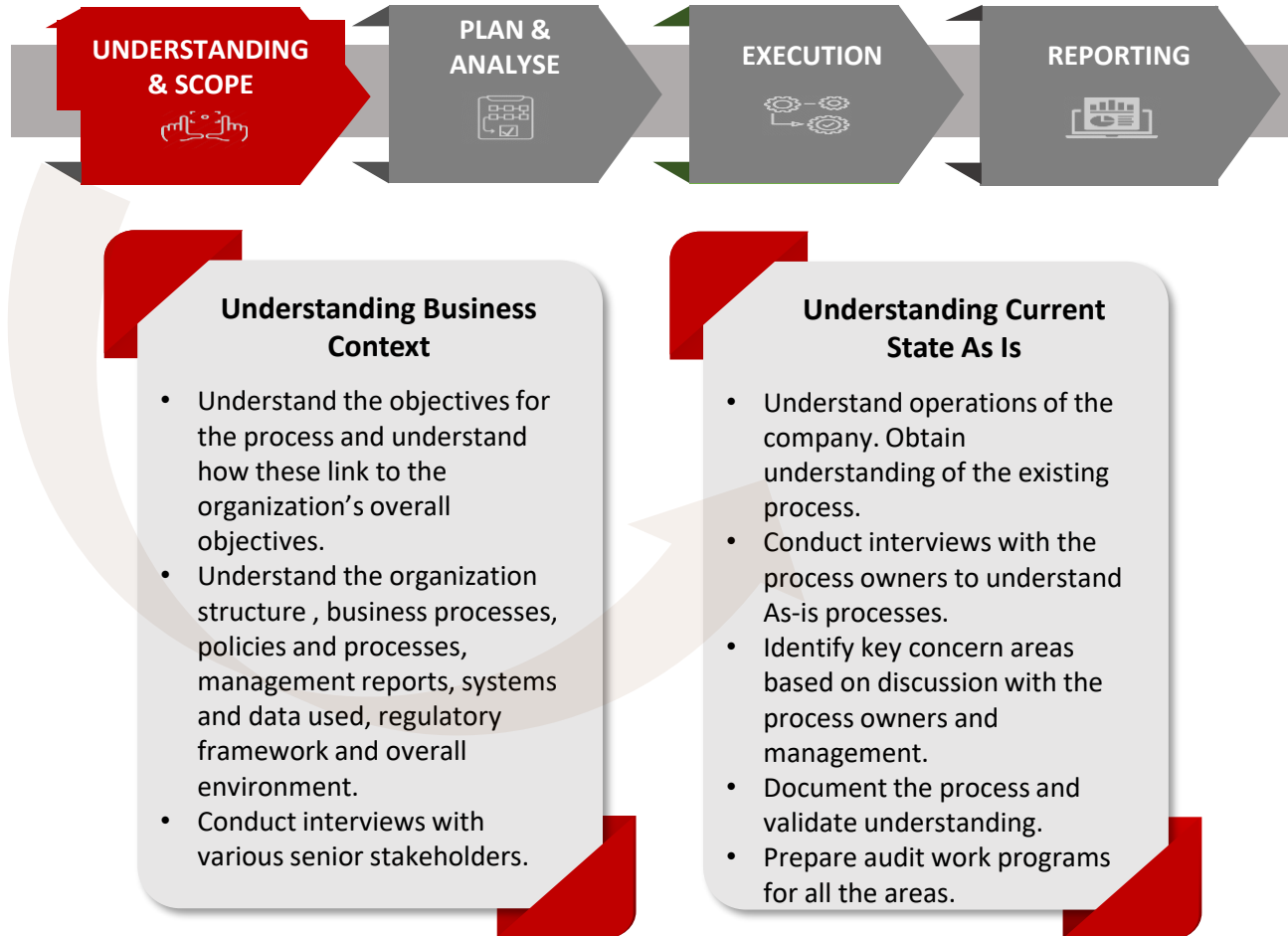






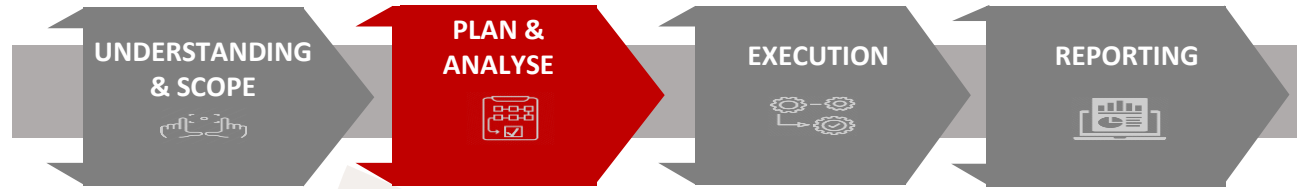


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## Formulate Approach and Project Plan

- Create detailed internal project plan.
- Identify preliminary information requirement.
- Clearly identify areas to be covered by MGB and obtain by-in of the management.
- Post identification and prioritizing of areas to be covered develop an audit plan.

## Analyze Process, Risk and Evaluate Control

- Review the processes, identify and source risks associated with the process.
- Prioritize the risks based on likelihood of occurrence & significance of impact.
- Evaluate at inherent and residual risk levels.
- Evaluate design for efficiency and effectiveness.
- Evaluate design for control.

## Analyze Gaps

- Review the process and the risk and benchmark with the leading practices/regulatory standards.
- Identify gaps.
- Prioritize these gaps / weakness with respect to business, relevance and quantify potential business impact of the same.

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## Formulate and Recommend Actions

- Prepare remediation action plan for identified weakness.
- Finalize form and content of presenting recommendations.
- Prepare draft recommendations.
- Evaluate implications of/on business infrastructure and landscape.
- Support recommendations with findings and conclusions.

## Design Solution

- Define remediation plan for gaps.
- Evaluate and select solution option.
- Finalize the solution design with the client.
- Articulate implementation roadmap.

## Formulate Conclusions

- Articulate exceptions and deficiencies.
- Quantify impacts.
- Prioritize exceptions and deficiencies.

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- *We are committed to exceeding Company's expectations for their internal audit department. To do that, we want to ensure we understand your expectations.*
- *We believe that Acquisory can assist the company in meeting their needs using our proven methodologies and frameworks as well our experienced personnel who are familiar with similar assignments.*

#### Finalize Deliverables

- Prepare deliverables
- Review and finalize report / deliverables with client / stake holders.
- Present report to Senior Management, discuss findings and obtain management acceptance and proposed action plan for all.
- Make presentations to the audit committee.

Observation and root cause

Process  System  People

SAMPLE

Department Rights Assigned Date

**Deliverables of an internal audit project comprises:**

- An executive summary indicating the issues and the impact of each issue
- A detailed report comprising:
  - Observation along with the impact of the observation to the Company
  - Root causes that led to the observation and the type of root cause
  - Recommendations along with an indication on the ease of implementing the recommendation
  - Management comments along with action plan, responsibility and target date

**ACQUISORY** **Executive Summary (1)**

Overall control environment of the company w.r.t. scope covered and processes under review requires significant improvement in terms of documentation and adherence to defined policies and procedures. During our review we observed minor improvements in all the processes weaknesses or internal audit points highlighted during earlier reviews. Process owners are not taking any initiative towards mitigation plan of highlighted issues, rather they are continuing with the existing processes.

Production : Production is the back bone of any manufacturing business. Weak planning and monitoring of production may lead to significant business and financial loss to the company. Accordingly, it is important to have an structured production process, with requisite controls built into that. We noted significant improvement opportunity in current production process of the company. Key issues include:

S.N.	Process Weakness	Implication	Risk
1	<b>Weak monitoring</b> • Production plan is not updated in MRP • Daily plan vs actual production not tracked • Production of stock amount verified for 1 considered as short sales at XXX to XX capacity. Incl vendor, verbal		

**ACQUISORY** **1. Process for Production Planning needs to be Strengthened**

Observation and root cause

Process  System  People

**Existing Process:** Monthly sales plan from sales team is received by the IT team, basis which, daily production plan is prepared in excel and uploaded in MRP at the beginning of each month. Daily actual production plan is agreed in daily PPC meeting and displayed on dash board at production floor and monthly production plan is converted in MES. Past actual production, planned orders are converted in MRP and then confirmed in MRP (with actual production).

**Process Risks:**

- **Manual monthly planning:** Currently, monthly production plan is prepared in excel sheet and then uploaded in MRP. The same is not auto populated based on sales scheduled defined in MRP.
- **Plan vs actual analysis not conducted:** We understand that, planned production numbers for the day is agreed in PPC meeting. The planned numbers are not documented in MRP or in excel sheet at respective production lines. Further, plan vs actual analysis of production is not conducted either in MRP, excel or production dash board.
- **Planned quantity amended to match actual quantity:** After actual production during the day, planned quantity in MRP is amended to match with actual production quantity and the same is then confirmed in MRP. Sample MRP screenshot is as below: (Please refer annexure 1.1)

**Risk Category** High

**Implication** Financial  Compliance  Operational

**Recommendation**

**Management Response**

This section provides the risk rating framework for each observation and audit area:

- **Rating Score Matrix** – Each observation will be provided a rating score on the basis of its likelihood and consequence / impact:

Parameters	High	Medium	Low
1. Inappropriate Design of Control or System deficiency	Significant Design Deficiency with no mitigating controls	Significant Design Deficiency with mitigating controls but may' lead to impact	Significant Design Deficiency with mitigating controls but may' lead to impact
2. Non-Compliance to Company's policies or Ineffective operation of control	Significant instances which 'may' lead to financial impact	Numerous which 'may' lead to financial impact	Occasional cases of Non-compliance of policy/control which 'may' lead to financial impact
3. Non-Compliance with Statutory/Regulatory Requirements	<ul style="list-style-type: none"> <li>• Issues impacting quality of product</li> <li>• Specific or general penal provisions involving high financial impact</li> </ul>	Specific penal provisions or general penal provisions with moderate financial impact	Specific penal provisions or general penal provisions with lower financial impact















- **Acquisory is consistently ranked amongst the top 5 Transaction Advisors** on ‘Venture Intelligence League Tables’.
- Acquisory has received the **most promising firm** award by Indian Achiever's forum in 2022.



### Venture Intelligence Ranking – 2023-24

### Promising MSME - 2022

### Best M&A Advisory Firm - 2018

### Due Diligence Experts - 2014

### M&A Advisory Firm of the year 2013

Acquisory Consulting LLP has been ranked amongst top 5 M&A Advisory firms in Venture Intelligence League Table.

Acquisory Consulting LLP received the Indian Achievers' award for "Promising MSME – 2022".

Acquisory received Indian Excellence Award for Best M&A Advisory Firm for the year 2018.

Acquisory received the award of "Due Diligence Experts of the Year" in 2014.

Acquisory received the award of "M&A Advisory Firm of the Year" in 2013



**Divya Vij**

Qualification - CA  
Experience – 28+ Years

**Krishan Goyal**

Qualification - CA  
Experience – 20+ Years  
Registered Valuers- IBBI

**Kinnari Gandhi**

Qualification – CA  
Experience – 20+ Years

**Puneet Batra**

Qualification - CA  
Experience – 15+ Years

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