

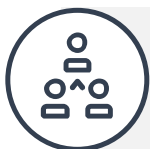


Capability Statement



- ✓ **Acquisory** was incorporated in 2010, by highly credentialed and experienced professionals, from PricewaterhouseCoopers, Arthur Andersen and Protiviti
- ✓ The management team among themselves represent extensive experience in specialized services across M&A Advisory, and Operations & Risk Consulting
- ✓ We have an appreciation for dynamics of business, operations, transactions and necessary skills to blend practical business & commercial insights with tax & regulatory knowledge to identify effective solutions to all business problems
- ✓ We partner with our clients through the entire business continuum from identification of the problem, to solution, to implementation



**Locations****2****Partners &
Directors****9+****Professionals****100+****Clients****500+****Services****25+**

OUR FOCUS

Acquisory assists clients ranging from global enterprises to small and middle market companies that are both publicly held or privately owned, as well as large, mid and small-cap private equity firms, corporate management and boards of directors.

We provides specialist advice for a range of sectors. With a personal, partner-led approach, more than 35 years of experience have taught us that an understanding of the structure and practices of your industry is critical to providing the services you need to reach your goals

- Real Estate & Construction
- Infrastructure
- Manufacturing
- Media and Entertainment
- Healthcare and Hospitals
- Hotel, Hospitality and Leisure
- Private Equity Group
- Retail Industry
- Telecommunication
- Insurance
- Education
- Service industry



Strong project management skill- to ensure that adequate practical experience is brought to bear on the assignment.

Blend business, operations, processes, accounting, and transaction skill with the tax & regulatory knowledge To identify effective solutions

Extensive experience across Geographies, to add perspective and knowledge

Specialists with extensive Advisory experience through the business continuum, across small, medium and large enterprises

Our Strengths:

- Ability to serve our clients anywhere in India and Globally;
- “One Stop” for all our client needs;
- Responsive and Put our clients first;
- First Mover having significant experience in Operational Due Diligence on GP’s
- Experience of managing Eur 400 mn equity capital in real estate across 20 assets. Exits achieved in 10 assets;
- Secured debt and equity capital from real estate funds and NBFC over Rs 2,000 crores during last three years; and
- Have an experience of working with domestic NBFC’s like Indiabulls, Edelweiss, L&T, Piramal, IIFL, Kotak, HDFC and large sovereign wealth funds like, Ivanhoe, CDPQ, a large Gulf based Sovereign Fund;



M&A – Lead Advisory	Asset management	Operations & Risk Consulting	Financial Reporting & Compliance
<ul style="list-style-type: none"> ✓ Corporate Restructuring ✓ Corporate Finance ✓ Operational Due Diligence ✓ Financial Due Diligence ✓ Valuation ✓ Deal Structuring / Negotiation ✓ M&A Integration ✓ Buy Side / Sell Side advisory 	<ul style="list-style-type: none"> ✓ Portfolio Management ✓ Strategic Advice ✓ Finance Management ✓ Dispute Resolution and litigation Management ✓ Exit advice & Maximization of Investors return 	<ul style="list-style-type: none"> ✓ Internal Audit ✓ Process Reengineering ✓ Forensics/ Investigation support ✓ Cost reduction ✓ Working capital Optimization ✓ Media DAS Audit ✓ IFC Review ✓ Sox Compliance ✓ SOP Development 	<ul style="list-style-type: none"> ✓ Financial Audits ✓ Accounting & Reporting ✓ Compliance Management (IFRS, IND AS) ✓ RERA Compliance ✓ Secretarial
Ancillary Services	Insolvency Management	Startup Services	Taxation*
<ul style="list-style-type: none"> ✓ Inventory Management ✓ Warehouse Management ✓ Book Keeping ✓ Pre-Audit Assistance ✓ Accounting System Set up ✓ Customized Assignments as per user requirement ✓ Data Analytics ✓ Mystery Shopping 	<ul style="list-style-type: none"> ✓ Resolution Plan ✓ Data Support ✓ Insolvency Support ✓ Valuation ✓ Audit ✓ Information Memorandum 	<ul style="list-style-type: none"> ✓ Incorporation ✓ Strategy Preparation ✓ Fund Raising ✓ Accounting / Secretarial ✓ Payroll & HR Support ✓ Office Support ✓ ERP-Setup 	<ul style="list-style-type: none"> ✓ Direct Taxation ✓ Indirect Taxation ✓ International Taxation

* We provide advise on taxation related matters in conjunction with our associates



We bring a structured approach to each and every assignment, with a unique set of objectives, requiring specific priorities, designed to deliver the best results. With a widespread and detailed understanding of operations, we are able to rapidly formulate and execute practical solutions in complex business problems / environments by:

- Obtaining in-depth business / industry understanding
- Collating all facts and getting them right
- Analyzing and diagnosing the problem
- Identifying practical solutions
- Planning and partnering
- Supporting and leading
- Establishing a self-sustaining organization

Service Offering classified as Deal Cycle

Pre-Investment

- ▶ Market Assessment
- ▶ Financial Modeling
- ▶ Feasibility Study
- ▶ Pre – Investment Memorandum

During Investment

- ▶ Background Checks
- ▶ Due Diligence
- ▶ Pre-disbursement Review
- ▶ Underwriting Support
- ▶ Valuation
- ▶ Deal Negotiations and Closure Support

Post Investment

- ▶ Investment Monitoring (Sales, collection, Cost, Construction, etc.)
- ▶ Internal audits
- ▶ Valuations
- ▶ Investor Reporting
- ▶ Exit Advisory

We keep ourselves focused on synergies in business and the overall environment in which the business operates to arrive at a viable merger option. At Acquisory we provide the following categories of due diligence consolidated in one report:

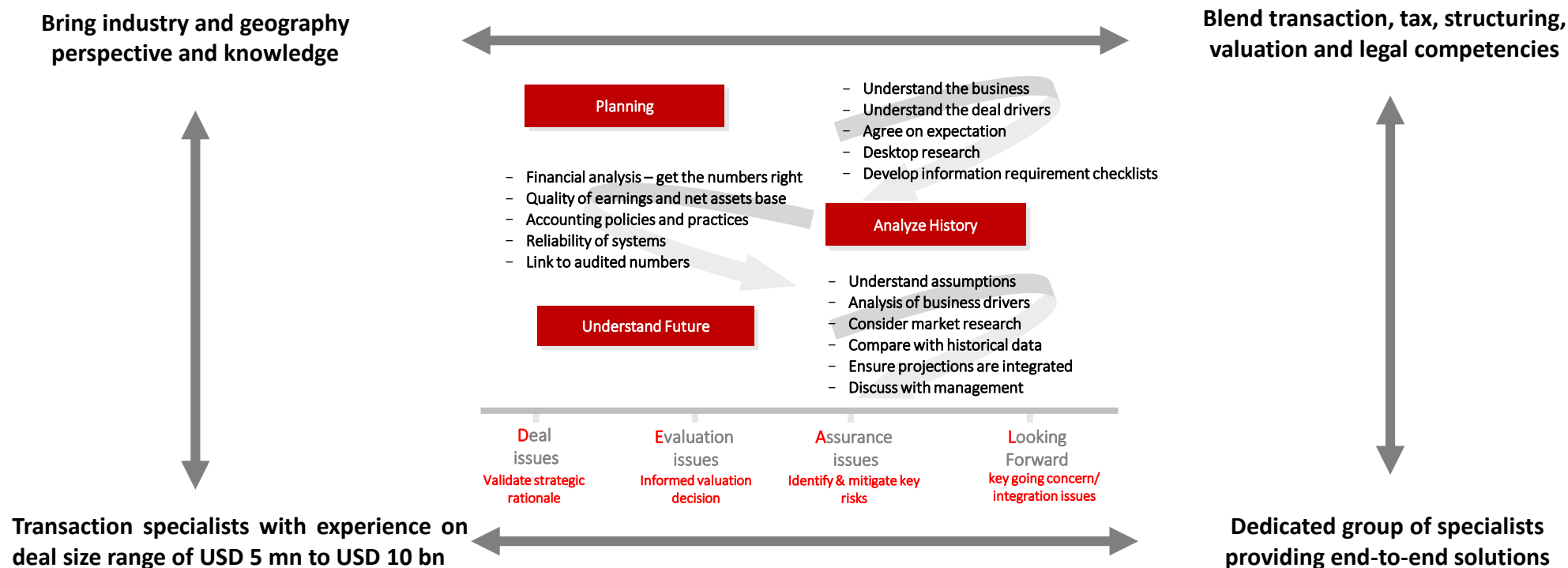
Business and Financial

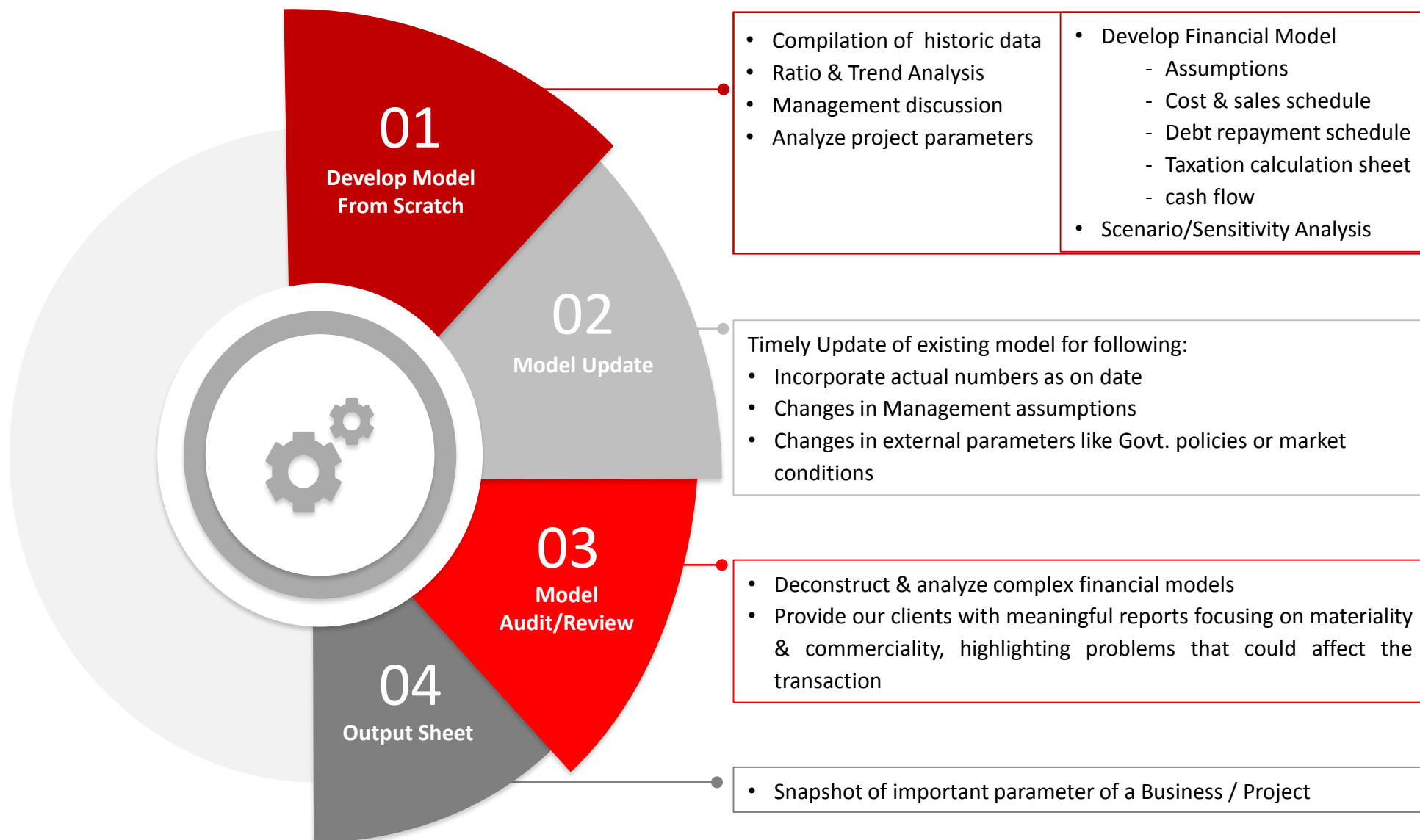
Tax

Operational

Legal (through tie up with law firms and experts)

We work with specialists who possess in-depth industry knowledge and market know-how and identify comprehensive key transaction risks and concern areas (*value destroyers*) along with potential upsides (*value enhancers*).





- Business Valuation for share purchase, investment, fund raising, spinoff, restructuring, merger/demerger SWAP ratio etc.
- Intangible Asset Valuation
- Intellectual Property Valuation
- Brand Valuation
- Fund Valuation – Valuation of Portfolio Companies
- Valuation of Customer Contracts
- Litigation Valuation
- Fairness Opinion

- Business Plan
- Financial Modelling
- Model Validation
- ESOP's
- Complex Structuring



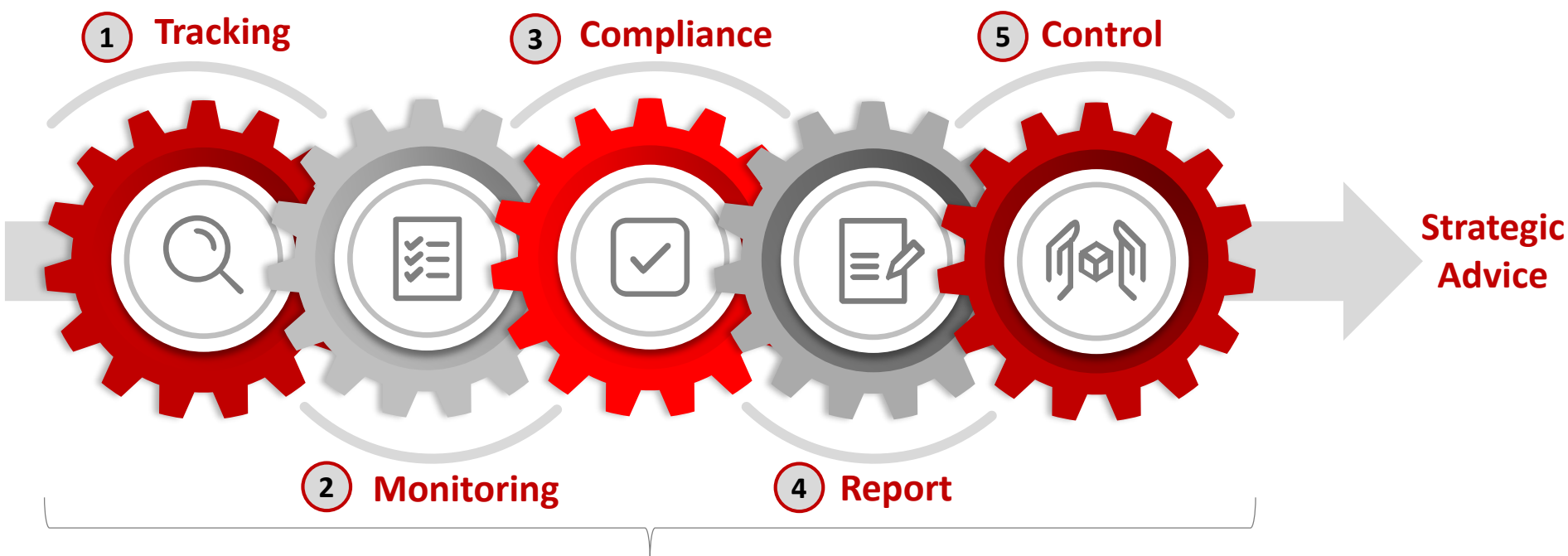
- Purchase Price Allocation
- Impairment Testing
- Fair Valuation Of Investments

- Foreign Exchange Management
- Income Tax
- Transfer Pricing
- Corporate Governance & Insolvency Bankruptcy

Our Asset Management services are the **solution** to support our private equity / NBFC clients in meeting their objectives of **maximizing returns**. Our services have been designed to address the challenges being faced by investors in **managing the operational, strategic and financial** aspects of their investee companies, as they are not able to get the right management information in time and remain worried about fraud, misappropriation or misconduct in their investee companies.

Smart investors know that it is prudent if investments are followed up with a continuous monitoring of key business risks. **Acquisory becomes your eyes and ears on the ground** and helps you manage such risk factors.

Our Process



SELL SIDE

Seamlessly integrating the firm's deep understanding of operations with finance, accounting, tax & regulatory and business consulting expertise, we work closely with clients to make informed investment / sell decisions

- Sell Strategy
- Financial Models
- Buyers Identification
- Negotiation
- Final Documentation

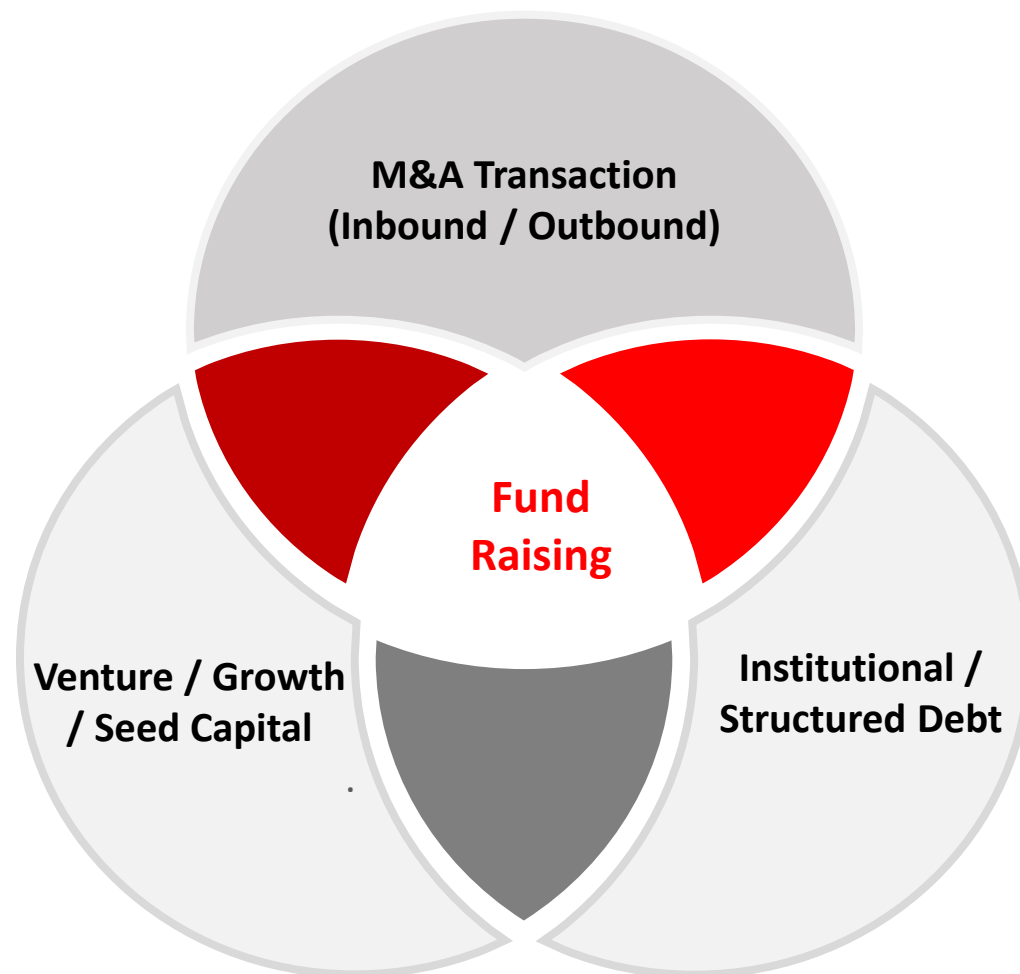
BUY SIDE

Our M&A Advisory team works with private equity firms, hedge funds and strategic corporate acquirers to identify and maximize value at every point in the transaction lifecycle.

- Identify Opportunity
- Due Diligence
- Negotiation
- Final Documentation

- Our fundraising strategy includes helping clients identify their funding needs, outlining various available options to raise the required funds and assisting clients in their pursuit to achieve a balance between cost and control
- The debt markets are increasingly complex, and rapidly changing. Fluid markets lead to constantly fluctuating institutional appetite, product availability and pricing, making it difficult to keep abreast of and truly up to date with such a dynamic market
- We are experienced in a wide range of capital raising transactions. From traditional debt and equity growth financing to more complex restructuring or recapitalization transactions

We can provide you with access to international financing sources via our network and help you structure and arrange highly customized financial solutions



Our post merger integration solutions cover multiple areas around - strategy, operations, infrastructure, policy & procedures. Our solutions help client's move towards an integrated environment in a phased / structured manner, while achieving the objectives of integration:

- ✓ Seamless integration of operations
- ✓ Cost optimization
- ✓ Consolidation / Rationalization of assets
- ✓ Optimization of resources

Post-Merger Integration

1 Asset Management

2 HR / People

3 Policy and Procedure

4 IT Infrastructure

5 Clients / Customers

6 Information / Security

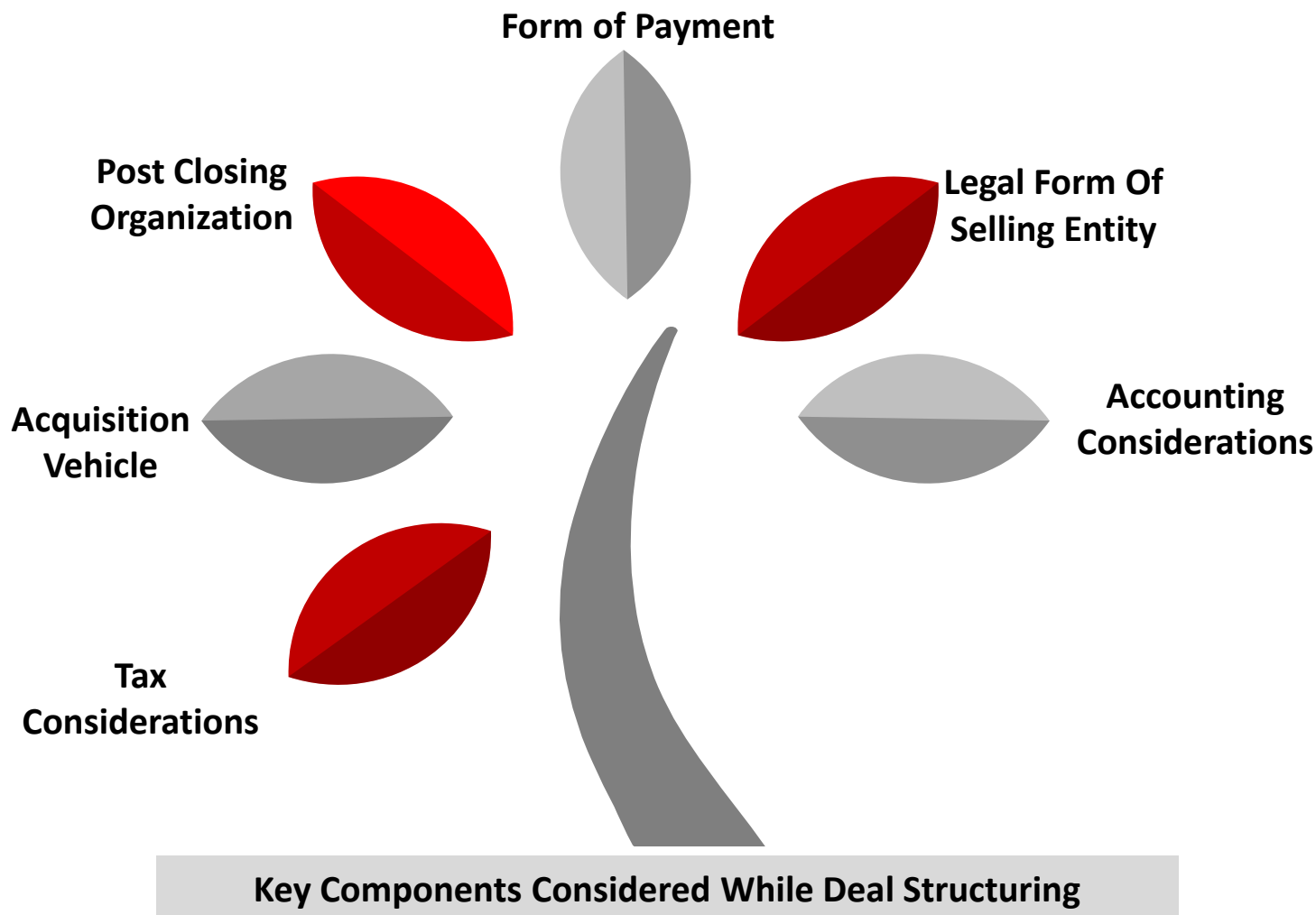
7 Finance Function

8 Vendor Management

Our Solution

- ✓ Setup and operate a project management office for integration
- ✓ Portfolio analysis – consolidation, rationalization, management etc.
- ✓ HR Organization structure design and review
- ✓ Policy and procedure integration
- ✓ Vendor consolidation / service level review
- ✓ IT Enterprise architecture design and review

Our focused approach to structuring deals encompasses all fiscal, regulatory, tax and commercial considerations in order to be able to recommend the most optimal structure for the transaction.





Remaining productive, staying competitive, and enjoying continuous improvement means making best and informed operational decisions in a timely manner.



Business success centers on the ability of a company to correctly recognize and successfully manage the risks associated within its operations. Breakthrough performance requires a unique combination of innovative thinking and disciplined follow-through.



Our professionals work together with senior executives to significantly help improve the performance of their businesses and to choose the right course of actions, merging executable strategy, operations and technology.

Forensic Audit

Cost Reduction

Process Engineering
& Reengineering

Working Capital
Optimization

Data Analytics

Internal Audit

Compliance
Management

Internal Financial
Controls

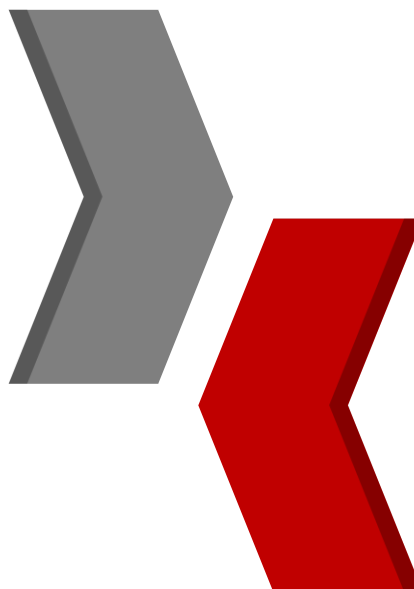
Risk
Management

Physical
Verification

- ✓ In the current business environment, regulatory compliance is an important aspect of any business or corporation. Effective compliance planning can be a competitive edge for any business reflecting transparency of operations.
- ✓ Corporations have identified regulatory compliances as a separate function with identified goals to contribute to business and financial performance
- ✓ The company's ability to manage tax and regulations can directly impact its valuation. Our suite of services has been designed maximize value by implementing a strategy for future growth

Accounting & Reporting Services

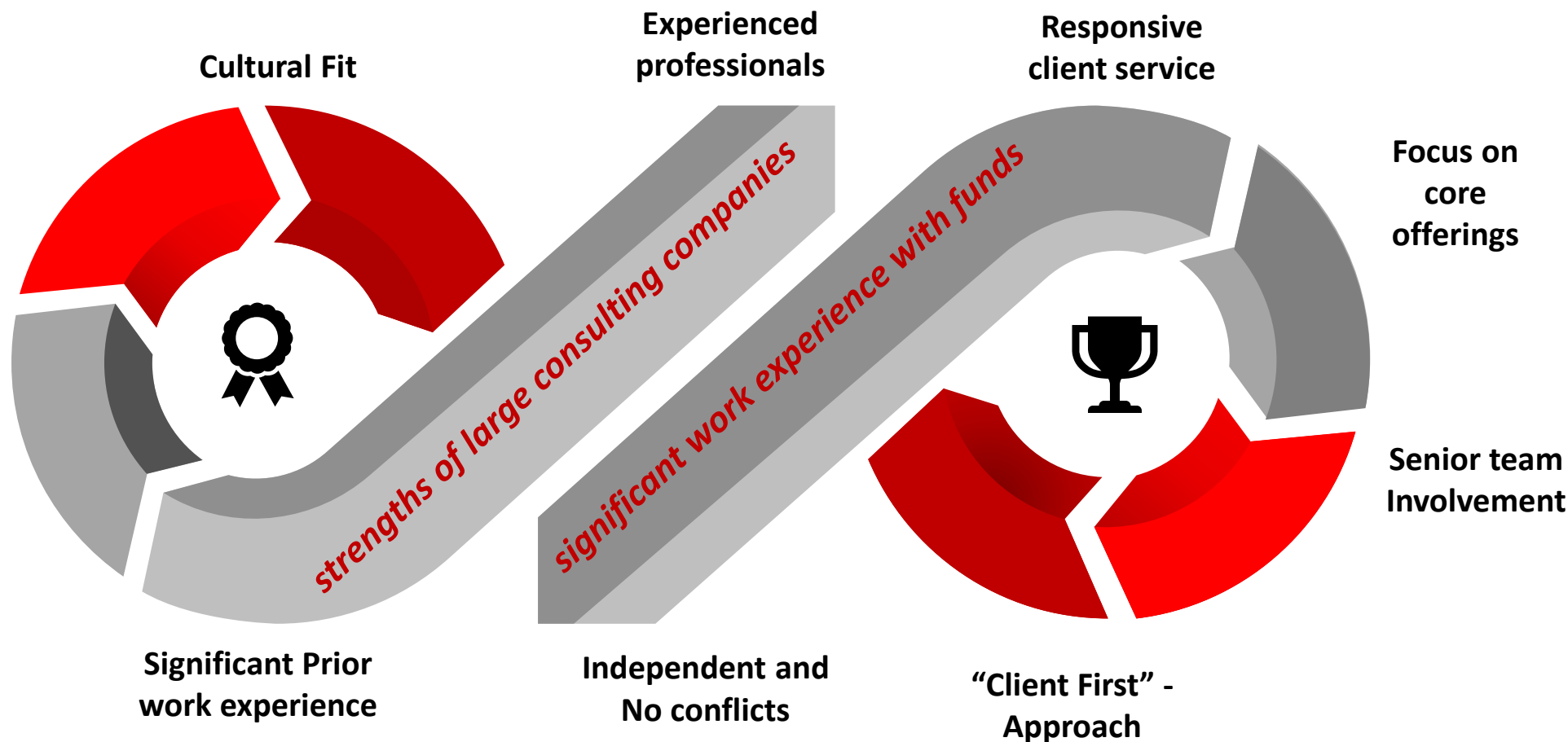
- Setting-Up and Managing Finance Functions
- Regulatory Compliance
- Accounting Support
- Payroll Services
- Change Management



Secretarial Support

- Pre-Incorporation Support
- Post-Incorporation Support

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.



Our team has significant experience of more than 30 years (collectively) especially in fund related services

Awards

- Acquisory received the award of “M&A Advisory Firm of the Year” in 2013
- Acquisory received the award of “Due Diligence Experts of the Year” in 2014



Our Empanelment

- Acquisory is, one of the very few firms in India, to be eligible and accepted to be empanelled with the following Government bodies
- Comptroller & Auditor General of India
- Income Tax Department
- Telecom Regulatory Authority of India
- National Highway Authority of India (NHAI)
- Reserve Bank of India (RBI)
- Life Insurance Corporation of India
- We also have the experience of providing transaction advisory services for Public Private Partnership Infrastructure projects and projects from the Department of Economic Affairs.



	LP	GP	Deal M USD	Sector	Nature of Work
1	Large Sovereign Fund based out of Middle East	Kotak Realty	200	Real Estate/Debt	<p>Agreed upon procedures with regard to the assessment / review of operations of the General Partner. The broad operations covered as part of the assessment procedures include:</p> <ul style="list-style-type: none"> Fund / General Partner Organization; Opportunity Pipeline Management; Development Management; Support functions like IT, HR, F&A compliance and risk etc; Deal Life Cycle Management; and Portfolio/Asset Management.
2		HDFC PMS	800	Real Estate/Equity	
		Hines	250	Real Estate/Equity	
3		NIIF	200	Infrastructure/Fund of Funds	
4		IDFC	50	Infrastructure/Equity	
5		Red Fort	250	Real Estate/Debt	
6		Lotus Greens	100	Real Estate/Debt	
7		Lakeshore	200	Retail Real Estate/Equity	
8		CDH/ Hong Kong	250	Private Equity/Public Markets	
9	Ivanhoe Cambridge	Piramal	200	Retail Real Estate/Equity	
10	Ivanhoe Cambridge	Assetz	200	Logistics/Equity	
11	Quadreal	Assetz	200	Logistics/Equity	



	LP	GP	Deal M USD	Sector	Nature of Work
12	NIIF	HDFC PMS	100	Real Estate/Debt	Agreed upon procedures with regard to the assessment / review of operations of the General Partner.
13		Multiples	100	Sector Agnostic/Equity	
14		Eversource	250	Green Energy/Equity	

Select Experience- SOP development for Funds

1	Lakeshore	AIF's – 500 Mn (AUM) – Real Estate	Development of SOP's and RCM for all processes including investment, construction, F&A, development etc
2	Cerestra	Edu Fund	Development of SOP's and RCM for investment process
3	SITQ	Real Estate Fund	Development of SOP's and RCM for all processes including investment, construction, F&A, development etc
4	DSGCP	FMCG Fund	Development of SOP's and RCM for all processes including investment and portfolio management
5	SARE	Real Estate Fund and Developer	Prepared SOP's as per the best industry practices and helped in implementation of the SOP's.







Middle Eastern Global
Sovereign Fund





Sumchit Anand
(Managing Director)

Qualification - CA
Experience – 20+ Years



Krishan Goyal
(Director)

Qualification - CA
Experience – 16+ Years



Rajarshi Datta
(Principal)

Qualification - MBA
Experience – 16+ Years



Puneet Batra
(Senior Manager)

Qualification – CA, Certificate in
Forensic Accounting & Fraud
Prevention
Experience – 10+ Years



Jasmine Agarwal
(Manager)

Qualification – CA
Experience – 8+ Years

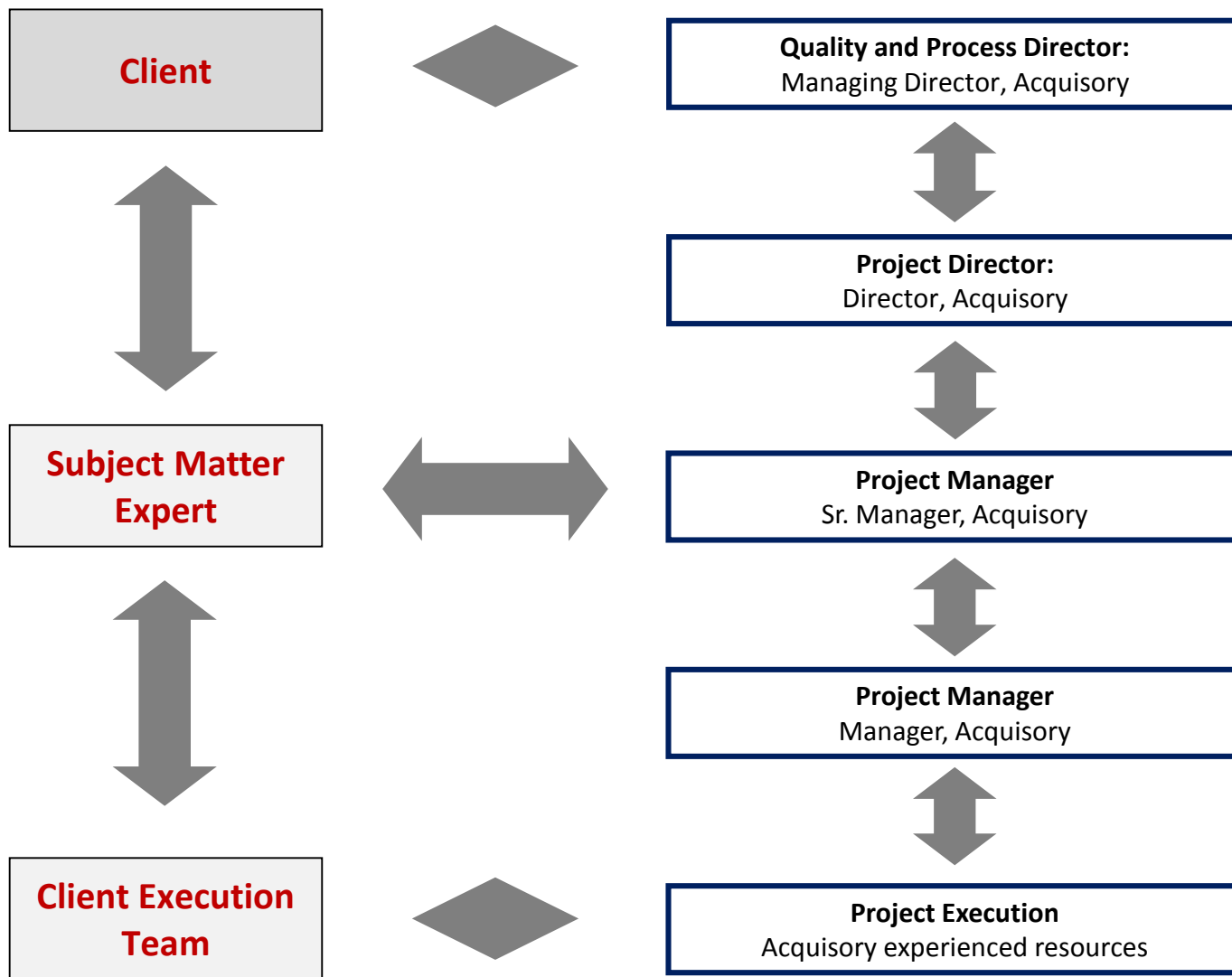


Saurabh Goyal
(Manager)

Qualification – CA
Experience – 5+ Years

We propose to use an experienced team of resources in order to bring together Industry expertise, consulting expertise, and process expertise

The team will endeavour to remain in constant touch with the client to provide them regular updates



Contact us

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