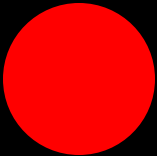
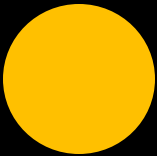


GREEN LIGHT TO ADD ACQUISITION



Not ready (operating system first)

- Core business requires **continuous firefighting**
- Execution depends on a few key individuals
- High escalation rate to CEO/top team
- No stable or repeatable integration model
- Prior acquisitions created **lasting operational disruption**



Partially ready / fragile absorption capacity

- Core business is stable, but **needs active leadership attention**
- Integration works, but is **manual or case-by-case**
- Some KPI consistency, but not fully comparable across entities
- Decision-making slows when complexity increases
- Leadership time shifts between **running + fixing + integrating**



Ready to absorb the next add-on

- Core business runs **predictably without constant intervention**
- Integration is **repeatable** (same playbook & structure)
- No "pause effect" after change or acquisition
- KPIs are **standardised across entities**
- Leadership is focused on **scaling and strategy not stabilizing**
- Past add-ons were absorbed **without long operational drag**