



SAIKARIS
INDUSTRY CONSULTING GROUP

OPERATIONAL DUE DILIGENCE

The Capital Allocation Compass.

Verify real potential before capital is committed.

Target Audience: Investors,
Private Equity, Owners

Output: Investor-Grade
Decision Memo



The Valuation Gap

Financial Audits Are Not Enough

Standard ODD looks at historical EBITDA. It assumes the "Machine" producing that EBITDA is healthy.

But industrial value is often eroded before it hits the balance sheet:

- ⚠️ **Deferred Maintenance:** Short-term profit at the cost of asset lifespan.
- ⚠️ **"Heroic" Operations:** Targets met through overtime and chaos.
- ⚠️ **Hidden Capacity:** Assets running at 40% of potential.



The ODD framework

We answer three critical questions to support your capital allocation decisions.

Ground Truth

Are reported KPIs reflecting real operational performance today?

We bypass the dashboard and verify the shop floor physics (Yield, Speed, Scrap).

Real Upside

Can identified gaps be converted into economic results?

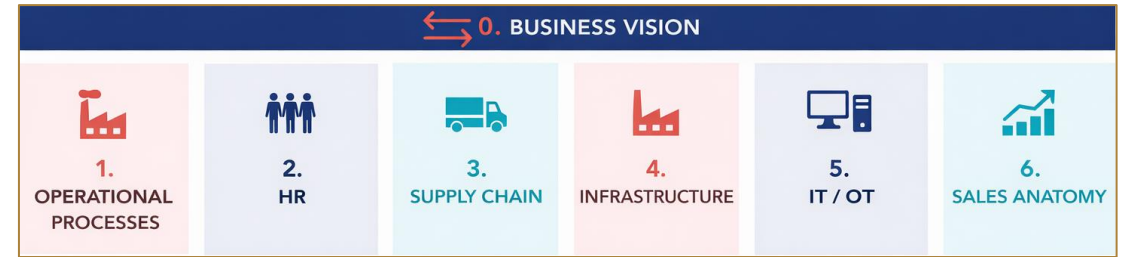
We quantify potential EBITDA upside through operational improvements without relying on massive CAPEX.

Capital Efficiency

Is/Will invested CAPEX deliver value?

We validate if the asset base justifies the investment or if exits/divestments are required.

How we do it



Our methodology covers 6 Core Operational Pillars mapped into two distinct financial categories:

The Production Engine (COGS) and Structural Support (SG&A).

1. COGS (The Engine)

Manufacturing

Operational Processes: Yield, Speed, Energy efficiency.

Direct HR: Blue-collar productivity, Shifts, Overtime.

Inbound Supply Chain: Procurement & Raw Material costs.

Physical Infrastructure: Asset Health, Maintenance costs.

2. SG&A (The Support)

Structure

Management & Admin: Span of Control, Corporate Overhead.

Technology (IT/OT): ERP status, Digital Maturity.

Outbound Distribution: Logistics cost %.

Sales Anatomy: Concentration risk, profitability, VOC.



Executive Summary

Investment Verdict

GO / NO-GO / CONDITIONAL

Based on operational capacity and financial baseline assessment.

Valuation Impact

Adjusted EBITDA Bridge

Current vs. Potential (Upside from OPEX improvements)

Risk Assessment

Critical Red-Flags

Stop-Loss factors identified during the audit.



Data Required Checklist

To perform this level of analysis, we require the following documentation:

Category	Key Documents Needed
Macro Financials	Monthly Management P&L (with COGS breakdown), Monthly Balance Sheet, Fixed Asset Register (FAR).
Commercial	Sales Cube (Line-by-line transactions), Order Backlog, Margin Report by SKU, Contract Samples.
Factory Core (COGS)	Daily Production Logs (Shift-by-shift), Downtime/Stoppage Logs, Material Consumption (Input vs. Output).
Structure (SG&A)	Detailed Org Chart with Payroll, IT Systems Map, Environmental Licenses.
CAPEX & Assets	Technical Asset Register (Real Age), Technical Audit Reports (e.g., Endoscopy), Historical CAPEX Log.



The "ACQUISITION OPERATION"

The Target

A mid-sized packaging plant. Financials showed steady EBITDA, but CAPEX requests were rising.

The ODD Finding

"The cannibalized maintenance."

To meet production targets, the site had cut preventative maintenance by 60% over 2 years.

- › Reported OEE: **82%** (Filtered data)
- › Real Asset Health: **Critical**



Saikaris Impact: Exposed a €2.5M "Deferred Maintenance Liability" that was invisible on the balance sheet. Client renegotiated the acquisition price.

Why SAIKARIS

"We align our incentives with yours. If we don't find significant value for you, our fees are capped at expenses."

Investor-grade rigor, proven through frontline delivery and verified references:

Our guarantee

- Lean Six Sigma Black Belt discipline
- 10+ countries frontline delivery
- Training systems & standardization
- AI validation & deployment experience

Proof from the field

"...practical field-based approach and your contributions in standardization, training, and process control. ..."

*Mo Sarfaraz Solanki - Electromechanical Technician
National Factory for Glass Bottles(Zoujaj)*

"...collaborative spirit, combined with the ability to maintain high-quality work even in complex, high-pressure environments, ..."

*Lorenzo Viti - Control service engineer
Bucher Emhart Glass - National Factory for Glass Bottles(Zoujaj) Project*

"...his data-driven approach helped us make decisions with a direct impact on performance."

*Matteo Volpi - Engineer
VCP & TIAMA - AI Project*



Is your capital safe?

Let's verify the operational reality.



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