ILLUSTRATIVE SAMPLE DELIVERABLE · FICTIONALISED TARGET · NO CLIENT INFORMATION

PROJECT ANVIL

Cyber Risk Heat Map · Pre-remediation position at confirmatory diligence

Ten findings plotted by operational impact and assessed likelihood over a three year hold. Position reflects the estate as found, before any remediation. Cost to remediate for each finding is set out overleaf and rolls up to the €4.3m total in the investment committee summary.

IMPACT

IMPACT \ LIKELIHOOD	Rare	Unlikely	Possible	Likely	Almost certain
Severe Multi-site production halt, >€10m loss			F5	F1	
Major Single-site halt, €2–10m loss		F10	F4	F3	F2
Moderate Degraded output, €0.5–2m loss			F8	F7	F6
Minor Contained disruption, <€0.5m			F9		
Negligible No operational effect					

Critical
Priced into the deal. Remediation begins pre-close or day one

High
Addressed in the first 100 days. Cost carried in the value creation plan

Moderate
Scheduled within 12 months. Monitored at board level

Low
Accepted or managed through routine operations

Finding register

Ranked by combined score. Target rating is the position achievable within the first 100 days and the following year.

Ref	Finding	Impact	Likelihood	Cost to remediate	Now / target
F1	No segmentation between corporate IT and plant control networks at any of the six sites	5	4	€1.35m	Red → Amber
F2	End-of-life operating systems on plant control workstations and HMIs	4	5	€0.62m	Red → Amber
F3	No detection or monitoring coverage outside business hours	4	4	€0.48m	Amber → Green
F4	Privileged access uncontrolled. Shared domain administrator credentials	4	3	€0.31m	Amber → Green
F5	Backups untested and not isolated. No recovery capability proven for OT	5	3	€0.44m	Amber → Green
F6	OEM remote access into plant networks unmanaged and unmonitored	3	5	€0.18m	Amber → Green
F7	No accountable security leadership. Function carried at approximately 0.4 FTE	3	4	€0.52m	Amber → Green
F8	NIS2 obligations unaddressed in the German and Dutch operating entities	3	3	€0.21m	Amber → Green
F9	AI vision inspection running in production with no assurance or ownership	2	3	€0.09m	Amber → Green
F10	Cyber insurance warranties not met as described. Claim position contestable	4	2	€0.10m	Amber → Green

Impact and likelihood are assessed against the target's own operating model, not a generic benchmark. Likelihood reflects a three year hold. Costs are indicative ranges for negotiation, not quotations. F1 is developed in full in the accompanying remediation costing example.