

## ERIC W. PALMER

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*Selected deal and build experience*

### SELECTED TRANSACTIONS (ANONYMIZED)

Kraft Heinz, 2018–2026. Counterparties are described generically, other than the publicly announced Primal Kitchen acquisition.

| 100+<br>companies screened<br>(\$20MM-\$100MM revenue)                              | ~20<br>deep diligences<br>(\$200MM-\$1B revenue)                                   | 5-10<br>large deals scoped as<br>acquisition, JV or partnership                                                                                                   | 50+<br>founder relationships<br>in the sourcing pipeline                                                                                                                                                                                                                                                                                                          | \$100MM+<br>first-year sales from a<br>partnership I negotiated |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| DEAL TYPE                                                                           | SIZE                                                                               | ROLE                                                                                                                                                              | OUTCOME / WHAT IT SHOWS                                                                                                                                                                                                                                                                                                                                           |                                                                 |
| <b>Acquisition and integration: Primal Kitchen</b><br>Kraft Heinz, 2018 (closed)    | Closed acquisition                                                                 | Worked on the deal from the Springboard accelerator team, then one of two Kraft Heinz team members sent to integrate and grow the brand                           | Brand grew 100%+ over three years. Realized distribution, manufacturing, technology and sales synergies; part of the team that led the 6-month ERP integration; helped implement systems that generate regulatory-compliant nutrition facts panels; led the move of manufacturing in-house (+60% margins)<br><i>Shows: deal through integration through scale</i> |                                                                 |
| <b>Cross-border acquisition (evaluated)</b><br>European consumer brand, 2022–2024   | \$1B+                                                                              | Ran diligence, including in-person meetings with the target's CEO; owned the growth, synergy and positioning assumptions behind Corporate Development's valuation | Informed the executive team's decision not to proceed at that valuation<br><i>Shows: price discipline; walking away from a full price is a result</i>                                                                                                                                                                                                             |                                                                 |
| <b>Strategic partnership</b><br>\$1B+ brand, new product category, 2022–2024        | \$1B+ partner brand; \$100MM+ first-year sales                                     | Sourced, structured and negotiated the deal; liaison between both companies' executive teams                                                                      | Entered a new product category and generated over \$100MM in incremental sales in its first year<br><i>Shows: origination through signature, with two executive teams aligned</i>                                                                                                                                                                                 |                                                                 |
| <b>Acquisition pipeline and diligence</b><br>M&A Strategy & Partnerships, 2022–2024 | 100+ screened (\$20MM-\$100MM revenue); ~20 deep diligences (\$200MM-\$1B revenue) | Led diligence and buy, build and partner recommendations to the North America Investment Committee                                                                | Executive Leadership Team alignment on four high-impact acquisition targets<br><i>Shows: a repeatable funnel from wide screen to Investment Committee</i>                                                                                                                                                                                                         |                                                                 |
| <b>Deal structuring</b><br>Acquisition vs JV vs partnership                         | 5-10 large deals; targets \$200MM-\$1B revenue                                     | Scoped each deal's structure and recommended it, such as a joint venture versus a full acquisition, to the executive team each quarter                            | Quarterly structure recommendations to the executive team across the large-deal slate<br><i>Shows: choosing the structure, not only the target</i>                                                                                                                                                                                                                |                                                                 |
| <b>Founder-led sourcing</b><br>Proprietary pipeline, 2022–2026                      | 50+ founders; 10+ prioritized targets                                              | Built founder relationships and tracked companies to growth thresholds against the growth plan and portfolio gaps                                                 | Kraft Heinz first in line, often ahead of any sale process; identified targets expected to expand the portfolio by \$300MM+ by 2026<br><i>Shows: access before an auction sets the price</i>                                                                                                                                                                      |                                                                 |
| <b>Post-acquisition integration playbook</b><br>Smaller-brand acquisitions          | End-to-end program                                                                 | Built it from a study of how competitors handled integration, through best practices to recommendations presented to the C-suite                                  | Later used in the restructuring of an acquired European direct-to-consumer brand<br><i>Shows: integration treated as part of the deal, not an afterthought</i>                                                                                                                                                                                                    |                                                                 |

### HOW I WORK A DEAL

|                                                                                                               |                                                                                                         |                                                                               |                                                                                                                  |                                                                                       |                                                                                                                        |
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| <b>1. Sourcing</b><br>Founder relationships; companies tracked to growth thresholds, often ahead of a process | <b>2. Thesis</b><br>Tie each target to the growth plan and portfolio gaps; decide buy, build or partner | <b>3. Diligence</b><br>Screen wide, go deep on few; meet management in person | <b>4. Valuation inputs</b><br>Own the growth, synergy and positioning assumptions behind the DCF and comparables | <b>5. Structure</b><br>Acquisition, joint venture or partnership, chosen deal by deal | <b>6. Integration</b><br>ERP and reporting, manufacturing, distribution and sales synergies, run to a written playbook |
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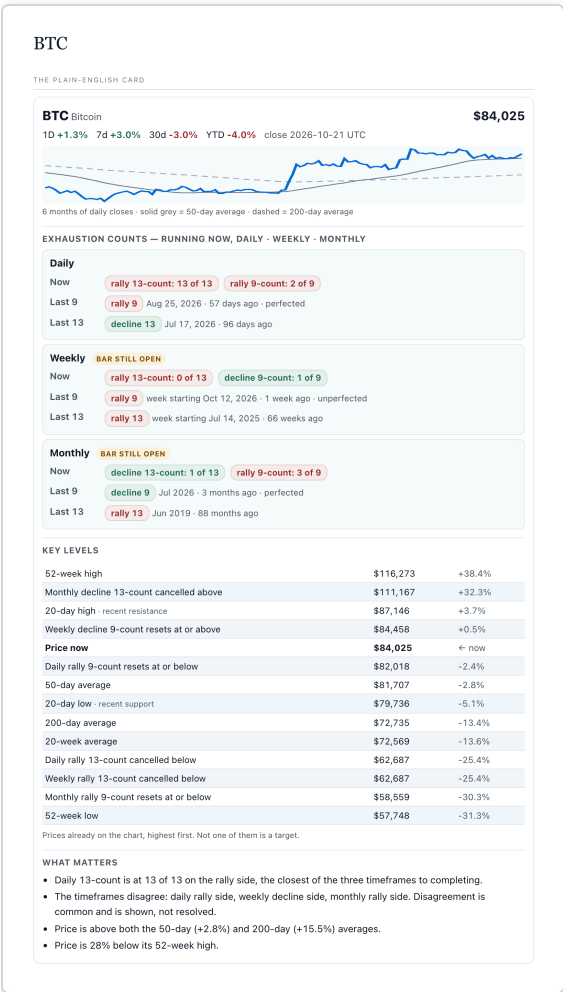
Valuation models were run by Corporate Development with bankers; my role was the strategic inputs that drive them. Finance foundation: five years at PIMCO; CFA Level I (passed).

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SELECTED WORK: DIGITAL-ASSET RESEARCH PLATFORM (BUILT PERSONALLY)

Personal project: an AI-orchestrated research platform (25+ agents, 60+ market and macro data sources). Screens are unbranded single-day snapshots from October 2026, shown for method, not as recommendations.



Annotated daily chart. Bitcoin candles with the 50- and 200-day averages and a running count of consecutive closes that flags stretched moves.

