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SUMMARY

20 years experience in business development, making private equity and debt investments, originating deals, creating partnerships, forming and managing private equity funds, raising capital, and managing portfolio companies; with a passion for deal making and expert structuring and negotiating skills.

SELECTED ACCOMPLISHMENTS

Deal Origination, Execution and Portfolio Management

Private Equity - Closed 19 direct investments totaling \$369 million of equity in deals totaling over \$5 billion

- Led due diligence, negotiations and closed on \$241 million equity in nine deals sequentially bought from GE Capital.
- Negotiated and closed \$10 million warrants in company with two million customers.
- Structured, negotiated and closed 41% preferred equity in \$12 million bottled water start-up company.
- Negotiated and closed \$4 million equity as Founder in \$30 million IPO for \$243 million power project.
- Co-led due diligence and negotiations, wrote investment recommendations for four investments totaling \$42.7 million approved by John Hancock Investment Committee with three closed deals for a total of \$24.9 million.
- Negotiated and closed \$50 million LP investment in \$680 million international private equity fund.
- Negotiated and closed \$25 million LP investment in \$100 million Latin American private equity fund.
- Originated organic foods, wellness products and services deals, led due diligence, structured and negotiated transactions for private equity fund Uplift Equity and closed acquisition of \$16 million revenue media company.
- Originated European deal pipeline for Vienna, Austria based structured finance fund including \$5 million investment in wind power deal closed by fund sponsor.
- Principal/Deal Partner at \$232 million Texas Pacific Group - Aqua International Partners private equity fund.
- Deal Marketing Manager for \$161 million John Hancock - Energy Investors Funds private equity fund.
- Board member of turnaround company; Hired/managed CFO; Negotiated \$8 million loan; Re-negotiated \$12 million construction contracts.

Investment Banking Advisory and Capital Raising - Closed 17 transactions totaling \$1.25 billion

- Structured, executed and closed four sole and four senior managed public debt deals totaling \$167 million.
- Led financial, legal and tax due diligence team for valuation and risk analysis of proposed acquisition of electric utility serving three million clients in \$7 billion merger deal.
- Executed and closed five co-managed public financings totaling over \$990 million.
- Restructured \$43 million public debt issue resulting in \$8 million in present value savings for client.
- Identified client investment opportunities and analyzed tax arbitrage strategies; implementation resulted in \$4 million client savings and a \$35 million new public debt issue.
- Established new client relationship, credit approvals, structured and closed \$17 million public debt deal.
- Wrote business plan, financials and provided strategic advice for \$20 million revenue niche route airline start-up.
- Developed financial model and marketing pitch for \$2 billion currency overlay trading team lift-out.
- Arranged competitive bank bids for \$1 million working capital loan for organic tea company with \$6 million sales.
- Assisted organic laundry detergent company with valuation and investor negotiations on \$300,000 equity investment.
- Consulted with Japanese investment bank Nomura on private equity industry and fund manager practices.

Commercial Lending and Private Placements - Closed on \$310 million senior debt

- Closed senior project finance loans of \$152 million; Syndicated \$62 million to four banks in Europe and the Middle East; Arranged \$65 million of export credit loans from France and England; Led financing and assisted developer in project development and government contract negotiations of project totaling \$243 million in Oman.
- Closed senior corporate loan of \$158 million; Syndicated \$128 million to 15 banks; Led corporate financing of Buenos Aires, Argentina company with \$1.2 billion revenues and two million clients.

Private Equity Capital Raising and Fund Formation

Capital Raising - Over \$625 Million Successfully Raised

- Cultivated new institutional LP for Texas Pacific Group - Aqua International Partners; eliminated lead LP's investment veto with \$15 million LP buy-down freeing up fund to make last three investments of \$103 million equity.
- Negotiated first closing LP investments of \$400 million from GE Capital and Soros, and raised \$100 million in second closing institutional LPs for international private equity fund.
- Negotiated first closing LP investments of \$50 million from two institutions for Latin American private equity fund.
- Raised \$52 million as member of original capital raising team for Texas Pacific Group - Aqua International Partners.
- Raised \$300,000 start-up capital from European structured finance fund sponsor Raiffeisen Oberostereich.
- Authored and prepared PPM, pitch materials and strategy presentations for fund raising resulting in \$525,000 start-up investment from seven high net-worth industry participants for Uplift Equity.
- Assisted in raising \$10 million from institutional LPs for \$115 million John Hancock private equity fund.

Developed, Structured and Negotiated Five Start-up Private Equity Funds Totaling \$1.2 billion

- Negotiated \$680 million international private equity fund with GECC and Soros; Advisor to the Board and Investment Committee.
- Structured \$100 million Latin American private equity fund with Scudder; Advisor to the Investment Committee.
- Developed \$100 million international renewable energy and energy efficiency private equity fund.
- Founding Partner of \$150 million Uplift Equity private equity fund for natural products and wellness services.
- Co-Founder of \$200 million Darby/Franklin Templeton European structured finance fund.
- Wrote requests for qualifications, led fund management interviews and performance evaluations of ten fund managers competing to run a new \$100 million international fund.
- Researched and interviewed over 150 private equity fund managers, reviewed and summarized structure, fee and market parameters of over 50 PPMs to determine best practices, market terms and competitive advantages.

EXPERIENCE

ARCH CAPITAL ADVISORS **San Francisco** **2002-present**
Founder and Managing Partner

Advise clients on private equity, mergers/acquisitions, turnarounds, capital raising, due diligence, deal structuring and valuation.

TEXAS PACIFIC GROUP - AQUA INTERNATIONAL PARTNERS, L.P. **San Francisco** **1997-2002**
Principal

Originated water utility, industrial equipment and bottled water company deals; led due diligence teams; structured and negotiated investment opportunities.

WORLD BANK GROUP - INTERNATIONAL FINANCE CORPORATION **Washington, DC** **1993-1997**
Investment Officer - Power Department

Led corporate and project finance debt and equity investment teams for private sector electric utilities, power projects and private equity funds.

JOHN HANCOCK - ENERGY INVESTORS FUND, L.P. **Boston** **1991-1992**
Manager - Market Development

Marketed project finance equity to power project sponsors including developers, investment banks, banks, and consultants.

MERRILL LYNCH CAPITAL MARKETS **Los Angeles** **1987-1991**
Senior Associate - Public Finance Investment Banking Western U.S.

Originated, structured and executed public debt deals for electric, water and sewer utilities and real estate infrastructure projects.

CHEVRON/TEXACO - CALTEX PETROLEUM CORPORATION **Nairobi** **1983-1985**
Senior Sales Representative -14 Country Region - East Africa/Middle East
Project Design Engineer - Refinery Construction **Sydney and New York** **1981-1983**

EDUCATION

COLUMBIA UNIVERSITY GRADUATE SCHOOL OF BUSINESS
M.B.A. - Finance and International Business - 1987

UNIVERSITY OF MICHIGAN
B.S.E. - Chemical Engineering - 1981