



PALISANDER
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STRATEGIC CAPITAL WHITE PAPER

Integrated advisory for growth, financing,
transactions and long-term value

2026 EDITION

Palisander Inc | New York | Denver

Prepared June 2026

IMPORTANT INFORMATION

Purpose and scope

This white paper describes Palisander Inc's strategic approach to corporate advisory, capital formation, transaction preparation and long-term value creation. It is intended to provide a structured overview of the firm's philosophy, capabilities and engagement model.

This document is for general informational purposes only. It does not constitute an offer, solicitation, investment recommendation, legal opinion, tax advice or assurance that any financing, acquisition, listing, valuation or investment objective will be achieved.

Regulatory status

Public records should always be reviewed directly. As of June 8, 2026, the SEC Investment Adviser Public Disclosure system identifies Palisander Inc (CRD 342694 / SEC 802-136683) as a firm that files reports as an Exempt Reporting Adviser. See the References section for official sources.

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A structured overview of Palisander's advisory model and operating framework.

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- 01 / EXECUTIVE SUMMARY**

Executive Summary

Capital decisions require clarity before they require speed.

Palisander is a strategic capital and corporate advisory firm focused on helping growth-oriented businesses make better decisions across financing, investment strategy, mergers and acquisitions, IPO preparation, investor relations and long-term value development.

The firm's central proposition is simple: capital is most effective when corporate strategy, governance, information quality and execution discipline are aligned. Financing alone cannot resolve an unclear business model, an unprepared management team or a weak decision process. Palisander therefore begins with diagnosis and readiness before moving to structuring, market engagement and execution.

This white paper presents an integrated framework built around four outcomes: clarity, capital, execution and value. The framework is designed to help clients understand not only what transaction may be possible, but also what preparation is required, what risks must be managed and what capabilities should remain in place after a transaction closes.



Core principle

The strongest transaction is not merely completed. It is strategically coherent, properly governed, clearly communicated and capable of supporting the company after closing.

02 / COMPANY OVERVIEW

Company Overview

A platform for strategic insight, capital preparation and coordinated execution.

Palisander Inc was formed in Colorado on December 7, 2022. The company registration information provided for this white paper lists Colorado entity number 20228195884 and the registered address 1500 N Grant Street, Suite R, Denver, Colorado 80203, United States. The public Form ADV record identifies a principal office at 14 Wall Street, Suite 2000, New York, New York 10005, United States.

Palisander’s work is organized around the needs of companies navigating important transitions: raising institutional capital, entering new markets, evaluating strategic combinations, preparing for public-market scrutiny, strengthening investor communications or improving the connection between operational performance and market perception.

Rather than treating each assignment as an isolated project, Palisander evaluates how ownership, governance, reporting, financing, market positioning and execution affect one another. This integrated

perspective is intended to reduce avoidable friction and improve decision quality across the full life of an engagement.

Dimension	Palisander focus
Strategic clarity	Define objectives, alternatives, constraints and decision criteria.
Capital readiness	Improve information quality, governance, positioning and financing logic.
Transaction execution	Coordinate analysis, diligence, counterparties, negotiation and delivery.
Long-term alignment	Strengthen reporting, investor communication and post-transaction value creation.

03 / CORPORATE AND REGULATORY PROFILE

Corporate and Regulatory Profile

Transparent identifiers and verifiable public records.

Item	Information
Legal name	Palisander Inc
Colorado entity number	20228195884
Formation date	December 7, 2022
Registered address	1500 N Grant Street, Suite R, Denver, CO 80203, United States
Principal office in Form ADV	14 Wall Street, Suite 2000, New York, NY 10005, United States
CRD number	342694
SEC file number	802-136683
Public filing status (June 8, 2026)	Files reports as an Exempt Reporting Adviser

Corporate registration and regulatory reporting serve different purposes. A state corporate record establishes the legal entity, while Form ADV and IAPD records provide public information concerning the adviser's identity, activities and reporting classification. Different addresses may therefore appear across records when they refer to different legal or operational functions.

Regulatory identifiers do not constitute a guarantee of performance, transaction success or investment outcomes. Clients and counterparties should review the most recent official records and obtain independent professional advice where required.

Verification

The official IAPD firm summary and current Form ADV are listed in the References section. Public records may be amended, so current source documents should take priority over marketing materials or archived copies.

04 / MARKET CONTEXT

Market Context

Why preparation and execution discipline matter more in selective capital markets.

Companies often approach capital markets at moments of urgency: growth must be funded, a shareholder seeks liquidity, a strategic acquisition becomes available or a listing window appears. Yet investors and transaction counterparties evaluate more than a headline opportunity. They examine the reliability of financial information, the credibility of management assumptions, the quality of governance, the clarity of the use of proceeds and the company's ability to execute after capital is raised.

This creates a readiness gap. A business may have attractive products, customers or technology, but still be unprepared for institutional review. Weak reporting, unclear ownership, inconsistent forecasts, unresolved legal matters or an unrealistic valuation can delay or prevent a transaction.

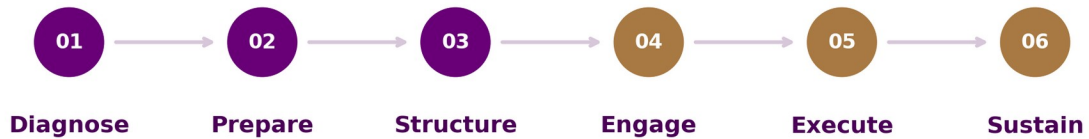
Palisander's approach addresses this gap by connecting strategic diagnosis with transaction preparation. The objective is to help clients enter the market with a coherent story, defensible information and a practical execution plan.

- Capital providers are increasingly selective about governance, data quality and management credibility.
- Cross-border transactions require coordination across commercial, legal, tax, accounting and regulatory workstreams.
- Public-market preparation begins well before a formal listing process.
- Investor relations is a long-term management discipline, not a one-time promotional exercise.
- Risk cannot be removed, but it can be identified, allocated, monitored and communicated more effectively.

05 / INTEGRATED ADVISORY FRAMEWORK

Integrated Advisory Framework

A six-stage path from strategic diagnosis to sustained value.



Objectives, readiness, constraints, governance, capital structure and transaction terms, counterparties and market intelligence, due diligence, negotiation, closing, IR and long-term value

The Palisander engagement model is designed as a sequence. Each stage creates the conditions for the next, while allowing the project to return to earlier questions when new information changes the analysis.

Stage	Primary objective	Typical outputs
Diagnose	Understand the business, objectives, constraints and decision context.	Readiness review, issue map, priorities and initial options.
Prepare	Improve information quality, governance and transaction readiness.	Data room plan, financial review, narrative and action list.
Structure	Design the financing or transaction route.	Capital alternatives, valuation framework, sequencing and responsibilities.
Engage	Prepare and coordinate external dialogue.	Materials, counterparty mapping, meeting preparation and feedback.
Execute	Support diligence, negotiation and closing.	Issue tracking, analysis, decision support and coordination.
Sustain	Maintain value after the transaction.	Reporting, investor relations, governance and strategic follow-through.

06 / VENTURE CAPITAL AND GROWTH

Venture Capital and Growth

Connecting growth ambition with investor-ready evidence.

Growth capital is most effective when the company can demonstrate how additional resources will translate into measurable commercial progress. Palisander evaluates the relationship between market opportunity, business model, unit economics, management capability, capital intensity and execution risk.

The advisory process may include reviewing the company’s growth thesis, refining the use of proceeds, testing financial assumptions, evaluating valuation expectations, organizing investor materials and identifying the milestones that should be achieved before or after a financing round.

Readiness area	Questions addressed
Market opportunity	Is the addressable market clearly defined and supported by evidence?
Business model	How does the company create, deliver and capture value?
Economics	Are revenue, margin, retention and cash assumptions internally consistent?
Management	Does the team have the capacity and governance required for the next stage?
Capital plan	How much capital is required, when is it required and what milestones will it fund?
Investor proposition	Why is the opportunity attractive now, and how are risks presented credibly?

Investor readiness is not presentation alone

A polished deck cannot replace reliable information, realistic assumptions or clear governance. Materials should reflect the substance of the business rather than attempt to compensate for gaps in preparation.

07 / CORPORATE FINANCING

Corporate Financing

Selecting a capital structure that supports the business rather than constrains it.

Corporate financing decisions affect ownership, control, cash flow, risk and strategic flexibility. Palisander helps clients compare potential structures based on the company’s financial position, growth plan, repayment capacity, shareholder objectives and market conditions.

Structure	Potential strengths	Key considerations
Equity capital	No scheduled repayment; may support long-term growth.	Dilution, governance rights, valuation and investor alignment.
Debt financing	Preserves ownership and can be efficient for predictable cash flows.	Repayment capacity, covenants, security and refinancing risk.
Strategic capital	May combine funding with commercial relationships or market access.	Strategic dependence, exclusivity, governance and long-term fit.
Structured financing	Can address specific cash-flow or transaction requirements.	Complexity, cost, triggers, documentation and downside exposure.
Joint venture	Shares capital, capabilities and market risk with a partner.	Control, economics, decision rights, exit and conflict resolution.

The firm does not treat financing as successful merely because funds are received. The structure should be assessed against the company’s operating plan, downside scenarios and future capital requirements. A transaction that creates excessive restrictions or misaligned incentives may limit long-term value even if it solves a short-term funding need.

08 / MERGERS AND ACQUISITIONS

Mergers and Acquisitions

Strategic rationale, disciplined valuation and coordinated execution.

M&A transactions can accelerate growth, provide liquidity, add capabilities or reshape a company’s competitive position. They can also create significant execution risk. Palisander supports buyers and sellers by connecting strategic logic with valuation, diligence, negotiation and transaction coordination.

Phase	Buy-side focus	Sell-side focus
Strategy	Define acquisition thesis and target	Clarify shareholder objectives and

Phase	Buy-side focus	Sell-side focus
	criteria.	transaction rationale.
Preparation	Assess resources, financing and integration capacity.	Prepare information, management narrative and buyer positioning.
Valuation	Evaluate synergies, downside and return thresholds.	Develop valuation range and understand buyer perspectives.
Diligence	Identify commercial, financial and execution risks.	Organize responses and manage information flow.
Negotiation	Protect value through structure, terms and conditions.	Balance price, certainty, timing and retained obligations.
Closing and transition	Coordinate approvals, funding and integration planning.	Support closing readiness and transition responsibilities.

Cross-border transactions may require local legal, tax, accounting and regulatory advisers. Palisander’s role is to support strategic and commercial coordination while helping the client understand how specialist workstreams affect the overall transaction.

09 / IPO AND CAPITAL MARKETS

IPO and Capital Markets

Public-market readiness is an organizational transformation, not a filing exercise.

An IPO may provide access to capital, liquidity, visibility and strategic flexibility. It also introduces continuing obligations, public scrutiny and greater expectations for reporting, governance and communication. Preparation should therefore begin before the formal listing timetable.

Readiness pillar	Illustrative requirements
Financial reporting	Audited financial statements, consistent policies, forecasting discipline and close processes.
Governance	Board composition, committees, oversight, policies and decision documentation.
Internal controls	Reliable systems, controls, risk ownership and escalation procedures.

Readiness pillar	Illustrative requirements
Legal and ownership	Clear corporate structure, material agreements, shareholder rights and issue resolution.
Management capacity	Leadership depth, public-company responsibilities and communication readiness.
Equity story	Coherent strategy, use of proceeds, growth drivers, risks and differentiation.
Investor relations	Ongoing disclosure calendar, stakeholder engagement and consistent messaging.

Palisander may support readiness assessment, strategic positioning, equity story development, investor materials and project coordination. Exchange, legal, audit, underwriting and regulatory responsibilities remain with the relevant qualified parties.

No transaction guarantee

Listing approval, pricing, valuation and investor demand depend on company performance, market conditions, external professional assessments and decisions by exchanges, regulators and investors.

10 / MARKET STRATEGY AND PORTFOLIO INSIGHT

Market Strategy and Portfolio Insight

A disciplined process for connecting objectives, evidence and risk.

Market analysis is most useful when it supports a defined decision. Palisander’s approach may combine company fundamentals, sector conditions, valuation, liquidity, macroeconomic factors and portfolio constraints. The analysis is intended to clarify choices rather than imply certainty about future prices or returns.

Analytical lens	Purpose
Fundamentals	Assess business quality, financial performance, cash generation and balance-sheet resilience.
Valuation	Compare price with underlying assumptions, scenarios and relevant benchmarks.

Analytical lens	Purpose
Market structure	Consider liquidity, volatility, positioning and potential execution constraints.
Portfolio context	Evaluate concentration, correlation, time horizon and risk capacity.
Scenario analysis	Test how outcomes change under different operating and market conditions.
Decision discipline	Define entry, review, escalation and exit criteria before events create pressure.

No analytical framework can eliminate uncertainty. The aim is to improve the quality and consistency of decisions by making assumptions, risks and alternatives more explicit.

11 / INVESTOR RELATIONS AND MARKET VALUE

Investor Relations and Market Value

Building credibility through consistency, transparency and strategic alignment.

Investor relations connects corporate performance with market understanding. It requires clear information, disciplined disclosure, credible management communication and alignment between operating priorities and capital-market expectations.

For private companies, investor relations principles can strengthen fundraising, shareholder reporting and preparation for future transactions. For public companies, the function becomes an ongoing bridge between management, investors, analysts and other stakeholders.

Capability	Illustrative support
Corporate narrative	Align strategy, financial performance, competitive position and long-term priorities.
Investor materials	Improve structure, evidence, consistency and audience relevance.
Results communication	Translate performance into clear drivers, risks and forward priorities.
Stakeholder planning	Map audiences, engagement cadence, ownership and

Capability	Illustrative support
	information needs.
Market feedback	Organize recurring themes and distinguish signal from short-term noise.
Governance alignment	Ensure communications reflect approved strategy and reliable information.

Market value cannot be guaranteed or directly controlled. Palisander focuses on the factors a company can influence: strategic clarity, operating credibility, information quality, governance and consistent communication.

12 / RISK MANAGEMENT AND GOVERNANCE

Risk Management and Governance

A layered framework for accountability, diligence and informed decisions.



Risk management should be integrated into the engagement rather than added at the end. Palisander’s framework begins with the client mandate and builds upward through analysis, transaction controls, specialist review and senior oversight.

Risk category	Illustrative issues
Strategic	Unclear objectives, weak rationale, conflicting priorities or unrealistic assumptions.
Financial	Liquidity, leverage, valuation, cash-flow sensitivity, funding gaps or covenant pressure.
Execution	Insufficient resources, delayed decisions, weak data, counterparty failure or integration risk.
Legal and regulatory	Jurisdictional requirements, approvals, documentation, disclosure and conduct obligations.
Governance	Conflicts, unclear decision rights, insufficient oversight or weak escalation.
Reputational	Inconsistent claims, stakeholder expectations, information quality and transaction conduct.

Where specialist legal, tax, regulatory, audit or technical advice is required, the relevant qualified professionals should be engaged. Palisander’s strategic role may include coordinating how those findings affect the commercial decision.

13 / TECHNOLOGY AND DATA

Technology and Data

Reliable information is an operating capability and a transaction asset.

Capital and transaction processes place significant demands on information. Management teams must often respond to repeated questions, reconcile different data sources, explain assumptions and maintain control over sensitive materials. Weak information management can delay diligence and reduce confidence.

Palisander’s approach emphasizes practical data discipline: clearly defined sources, consistent versions, ownership of key metrics, documented assumptions and controlled information sharing. Technology should support this discipline rather than create unnecessary complexity.

- A structured data room with clear ownership, version control and access permissions.
- A consistent financial model with traceable assumptions and scenario capability.
- A management dashboard that connects operating indicators with strategic and financial outcomes.
- A decision log that records major assumptions, approvals, open issues and responsibilities.

- A reporting cadence that remains useful after the transaction rather than ending at closing.

Data principle

The objective is not to produce more information. It is to create information that is reliable, decision-relevant, appropriately controlled and capable of being explained under scrutiny.

14 / CLIENT ENGAGEMENT MODEL

Client Engagement Model

Defined responsibilities, transparent milestones and decision-focused communication.

Each engagement begins with an agreed scope that defines objectives, responsibilities, deliverables, timing, information requirements and commercial terms. The scope may evolve when new information changes the project, but material changes should be documented.

Phase	Client responsibilities	Palisander responsibilities
Initiation	Provide objectives, context, decision-makers and available information.	Confirm scope, priorities, dependencies and engagement governance.
Analysis	Validate data, explain assumptions and participate in working sessions.	Develop analysis, options, issue maps and recommendations.
Preparation	Improve records, governance and management readiness.	Coordinate workplan, materials, models and readiness actions.
Execution	Make decisions, engage advisers and approve transaction positions.	Support diligence, negotiation, counterparty dialogue and issue tracking.
Review	Assess outcomes and maintain agreed reporting.	Capture lessons, support follow-through and identify next priorities.

Communication may include scheduled meetings, written progress updates, decision papers, document reviews, issue lists and milestone reports. The frequency should reflect project complexity and the pace at which decisions are required.

Fees may be structured as fixed project fees, retainers, milestone fees, transaction-related fees, success-related fees or a combination, as specified in the engagement documentation.

Strategic Roadmap 2026-2028

Building a repeatable advisory platform with institutional discipline.



The roadmap is designed around capability rather than headline expansion. The first priority is a consistent operating foundation: clear positioning, disciplined client acceptance, reliable information standards and repeatable engagement governance.

The second phase focuses on network depth, specialist coordination and digital reporting. The third phase develops institutional partnerships and scalable execution capabilities while maintaining the quality and accountability required for complex assignments.

Period	Priority	Measures of progress
2026 - Foundation	Standardize service architecture, governance and information quality.	Consistent engagement templates, client acceptance process, reporting standards and case documentation.
2027 - Expansion	Deepen cross-border relationships and sector expertise.	Specialist network, repeat mandates, stronger data workflow and broader transaction capability.
2028 - Scale	Build institutional partnerships and repeatable delivery.	Integrated platform, scalable coordination, durable client relationships and measured long-term outcomes.

16 / CONCLUSION

Conclusion

Clarity, discipline and alignment create the conditions for better capital outcomes.

Palisander’s advisory model is built on the view that capital decisions should be approached as connected strategic systems. Financing, governance, valuation, market positioning, diligence and communication affect one another. Treating them separately creates gaps that often appear at the most demanding stage of a transaction.

The integrated framework in this white paper begins with diagnosis, strengthens readiness, designs an appropriate structure, supports external engagement and remains focused on the company after closing. The intended result is not simply a completed project, but a stronger decision process and a more durable platform for long-term value.

Palisander perspective

Good advice does not remove uncertainty. It makes uncertainty clearer, decisions more disciplined and execution more accountable.

A / APPENDICES AND REFERENCES

Appendices and References

Corporate information, key definitions and source verification.

Appendix A - Key definitions

Term	Working definition
Capital readiness	The quality of information, governance, management preparation and strategic clarity required for credible capital-market engagement.
Investor readiness	The ability to present a coherent opportunity supported by reliable evidence, realistic assumptions and clear risk disclosure.
Transaction readiness	The company’s preparedness for diligence, negotiation, approvals, documentation and execution.

Term	Working definition
Market value management	Long-term alignment of performance, governance, strategy and investor communication; not control of market prices.
Exempt Reporting Adviser	An adviser that relies on an exemption from full registration while remaining subject to specified reporting obligations.

Appendix B - Corporate information

Legal name: Palisander Inc

Colorado entity number: 20228195884

Formation date: December 7, 2022

Registered address: 1500 N Grant Street, Suite R, Denver, Colorado 80203, United States

Principal office reported in Form ADV: 14 Wall Street, Suite 2000, New York, New York 10005, United States

CRD number: 342694 | SEC file number: 802-136683

Appendix C - References

1. Palisander Inc company registration information card

Company-provided record: entity number, formation date, registered address and annual review month.

2. SEC Investment Adviser Public Disclosure - Palisander Inc

<https://adviserinfo.sec.gov/firm/summary/342694>

3. Palisander Inc Form ADV

<https://reports.adviserinfo.sec.gov/reports/ADV/342694/PDF/342694.pdf>

Important disclosures

This document is not an offer to sell or a solicitation to buy securities or investment products. It does not create a client relationship and should not be relied upon as legal, tax, accounting, regulatory or investment advice.

Any engagement is subject to client acceptance, conflict review, applicable law, agreed documentation and the involvement of qualified external professionals where required. Forward-looking statements and strategic objectives are subject to change and should not be interpreted as commitments or guarantees.

Public corporate and regulatory information may be updated. Readers should verify current information using official sources.



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