Curriculum Vitae

ROBERT C. MARCUM

BRG
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Bob Marcum has a 30+ year career encompassing global energy and infrastructure debt and equity finance. With BRG's energy and infrastructure finance team, he advises and also acts as expert on the financing, development, structuring, management and valuation of large-scale projects in conventional and renewable power (including solar, wind, geothermal, and nuclear), battery storage, oil and gas (including liquefied natural gas (LNG)), electric power transmission, transportation (airport, electric vehicles), critical minerals mining and processing and other energy and infrastructure sectors. His background has uniquely prepared him to advise on the financing and management of large-scale energy and infrastructure projects and to address contract, valuation and damages issues in disputes.

Mr. Marcum has experience with projects across the U.S., Latin America, the Caribbean, the Middle East and Asia. He previously held several senior executive roles with the U.S. Department of Energy's Loan Programs Office (now EDF), where he directed $61B in new loan closings for commercial energy and manufacturing projects in the U.S. and collaborated with institutional lenders from other jurisdictions (such as South Korea, the U.K., and Japan). Also, at the Department of Energy, Mr. Marcum directly managed a $30B portfolio of assets including solar, wind, geothermal and nuclear power generation, electricity transmission and electric vehicle and battery manufacturing, and critical minerals processing, many of which deployed innovative technologies on a commercial scale for the first time.

In earlier roles, Mr. Marcum structured and raised over $12B for capital-intensive projects. He worked for Saudi Aramco, lived in Saudi Arabia and led the equity financing of an export refinery. He also served as a senior loan officer at EXIM Bank, where he closed loans to IPPs, an LNG project, a greenfield airport and semiconductor wafer manufacturing. At Wärtsilä, he developed and financed IPP projects in Jamaica, Mexico and Guyana.

EDUCATION

Master of Business Administration (MBA)	Georgetown University
Bachelor of Science, Mechanical Engineering	University of Maryland

PRESENT EMPLOYMENT

BRG
Managing Director, 2026 – present

PREVIOUS POSITIONS

FTI Consulting
Managing Director, 2025 – 2026

- Advised on M&A and project finance transactions.

U.S. Department of Energy, Loan Programs Office (now EDF)
Deputy Director, 2022 – 2025
Chief Operating Officer, 2020 – 2022
Director, Portfolio Management Division, 2015 – 2020
Asst. Director, Portfolio Management Division, 2011 – 2015

- Senior executive with roles of increasing responsibility in federal lending program supporting commercialization of large-scale innovative technology projects for the nearly $100B program.

Saudi Arabian Oil Company (Saudi Aramco)
Finance Team Leader, 2007 – 2011

- Led JV efforts and financing for export refinery.

Export-Import Bank of the United States (EXIM)
Senior Loan Officer, Structured & Project Finance, 2002 – 2007

- Closed loans along with other ECAs and commercial lenders supporting international energy and infrastructure projects.

Wärtsilä Development and Financial Services
Development Manager, 1994 – 2001

- Developed and financed IPP projects in Latin America and the Caribbean.

SELECTED PROFESSIONAL EXPERIENCE

INDEPENDENT EXPERT

- **Solar PV and BESS IPPs.** Acting as independent expert in litigation in the Superior Court of the State of Washington in $800M dispute related to interpretation of power purchase agreements (PPAs).
- **Wind Turbine Portfolio Valuation**. Acted as independent expert and addressed damages and valuation of a portfolio of behind-the-meter wind turbine IPP projects in AAA arbitration with $30M in dispute. Provided testimony in deposition.

ADVISORY

- **Critical Minerals/Mining**. Co-leading BRG team in advising EXIM Bank on due diligence, risk analysis and credit structuring for a loan guarantee exceeding $1B to develop a critical minerals underground mine and related processing facilities in North America.

- **Nuclear/Small Modular Reactor (SMR)**. Formulated DOE financing strategy and supported market study for commercialization of advanced design nuclear small modular reactors.
- **Polysilicon Manufacturing**. Buy-side advisory; provided post-OBBBA U.S. regulatory risk assessment and mitigation strategy on largest polysilicon manufacturing plant outside of China (in Oman with Chinese EPC and ownership); oversaw capital stack review and advised on target pricing to Middle East sovereign wealth fund.
- **Critical Minerals/Processing**. Buy-side advisory for Office of Strategic Capital (OSC) in acquiring critical minerals smelting assets in the U.S.

SELECTED TRANSACTIONS

- **Marahu (AES / Total) - $909M**. Financing for 200MW solar and 285MW BESS in distressed utility environment with ongoing bankruptcy in Puerto RIco; led complex stakeholder and regulatory negotiations with local stakeholders including the FOMB (federal oversight management board), PREPA (utility), the PREB (regulator), LUMA (grid operator) and Fortaleza (the Governor's office) including renegotiating the PPA for enhanced bankability terms.
- **Amanecer Puerto Rico (Pattern) - $490M**. Led efforts to achieve Conditional Commitment on loan to finance the development and construction of two stand-alone BESS projects totaling 220MW of energy.
- **Palisades Nuclear Restart - $1.5B**. Senior advisory oversight on negotiations and closing for first-ever (in the U.S.) relicensing, upgrading, and restarting of an 800MW nuclear generating facility; assessment of regulatory, execution, and credit risk.
- **BOSK (Ford / SK On) - $9.6B**. Structured hybrid corporate/project financing for three lithium-ion EV battery gigafactories (TN & KY). Senior advisory oversight on credit structuring, risk allocation, and stakeholder negotiations.
- **Thacker Pass Lithium Processing - $2.3B**. Project finance for domestic lithium processing facility; diligence and advisory oversight across permitting, execution, and capital structure; oversaw resolution of NEPA issues.
- **Vogtle Nuclear Expansion - $11.6B**. Two-stage financing ($8.1B and $3.5B) of two AP1000 nuclear reactors (2,000MW). After first loan and subsequent Westinghouse bankruptcy, led organization in recovery on Toshiba parent guarantee ($3B), risk mitigation and approvals to provide path forward and second loan.
- **One Nevada Line - $343M.** Led efforts to mitigate design impacts and deliver funding to 600MW transmission line.
- **Caithness Shepherds Flat – $1.3B**. Oversaw asset management for 845MW wind power IPP in eastern Oregon including comprehensive inspection, repair and replacement of wind turbine blades by GE due to manufacturing defects.
- **Granite Reliable - $169M.** Oversaw asset management for 99MW wind power IPP New Hampshire including oversight of comprehensive program to mitigate the impacts of freezing turbine blades in the winter.
- **Yanbu Aramco Sinopec Refining Company (YASREF) - $3B**. Shaped and resolved complex issues of governance and power sharing between two major international oil companies (Aramco and Sinopec); finalized significant equity investment.
- **Chartered Semiconductor - $610M & $653M**. Provided senior debt; separate financings for two semiconductor wafer fab facilities in Singapore.

- **Mariscal Sucre International Airport - $70M.** Closed export credit agency loan in support of $360M lending package to finance construction of greenfield airport in Quito, Ecuador.
- **Qatar Liquefied Gas Co. III - $404M**. Senior debt for LNG Liquefaction trains in Doha, Qatar.
- **Ankara BO - $89M**. Senior debt for IPP, combined cycle gas fired generation project in Turkey.
- **Jamaica Energy Partners - $70M**. IFC funding for 76MW floating power plant IPP in Jamaica.
- **Energía y Agua Pura de Cozumel - $23M.** Balance sheet financing for 25MW IPP in Cozumel, Mexico.

RESTRUCTURINGS AND DISTRESSED ASSETS

- **Crescent Dunes (Tonopah)**. 100MW solar thermal IPP project in Nevada; Chapter 11 restructuring; Chief Negotiator with SPV owner and EPC contractor resulting in negotiated asset/note sale.
- **Abound Solar**. Chapter 7 bankruptcy of PV panel manufacturer; led recovery actions with trustee and collateral agent on collateral foreclosure and recovery in liquidation process.
- **Beacon Power / Stephentown**. Chief Negotiator on §363 auction sale for flywheel grid stability project.

PRESENTATIONS AND SPEAKING ENGAGEMENTS

Moderator. "Beyond Government Dependency: Rethinking Ownership Strategies for FOAK." *Deploy SMR Workshop,* International Trade Association/U.S. Commercial Service. Warsaw, Poland, June 9, 2026.

Speaker. "Investment and Financing for Clean Energy Deployment." *US-ROK Clean Energy Business Forum*. Washington, D.C., June 25, 2024.

Panelist. "Powering the Future: Investing in the Energy Transition." *RockCreek Macro Economic Forum*. Washington, D.C., April 26, 2024.

Panelist. "Opportunities and Challenges on Utilizing Carbon-Free Energy." *ROK-United States Clean Energy Conference*. Seoul, South Korea, November 13, 2023.

Speaker. "LPO: Building a Bridge to Bankability." *Saudi Aramco Executive Development Program*. Washington, D.C., March 13, 2023.

Panelist. "Demystifying Global Decarbonization Efforts." *IFC Climate Business Department Retreat*, International Finance Corporation, Washington, D.C., March 6, 2023.