

RAJ SWAMINATHAN, CFA

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Visionary energy leader with nearly 30 years of experience in renewables, utilities, and independent power. Proven track record scaling clean energy businesses, leading cross-border teams, and executing complex transactions across continents. Built and led global BECCS development at Drax; led strategic business expansion into renewables at CMS Energy. Deep governance, finance, development and M&A background. Holds a BS in Electrical Engineering, an MBA in Finance, and is a CFA charter holder. Now seeking senior executive role to drive growth and impact in the clean energy transition.

CORE COMPETENCIES

- Global energy acquisitions and divestitures
- Leadership & governance
- Complex deal structuring and negotiations
- Energy Contract negotiations
- Energy project development
- Global energy financing
- Strategic/Financial/Business planning
- Managing diverse stakeholder relationships

EMPLOYMENT EXPERIENCE

Bright Futures Energy, Plymouth, Michigan

President and Founder

Mar 2025 - Present

- ❖ Energy development and M&A advisory services
 - Focus is on the energy transition and AI/data center expansion. Advise developers and investors on natural gas, renewables and energy storage projects.

Drax Group, Houston, Texas (FTSE 250 company with HQ in London)

Executive Vice President, Global Development

July 2024 – Feb 2025

Senior Vice President, North American Development

Dec 2022 – Jun 2024

- ❖ Energy business/project development, due diligence and structuring
 - Led and directed multi-billion dollar investments in Bio-Energy with carbon capture and sequestration (BECCS) worldwide
 - Built a diverse cross-functional team of 30 individuals to enable strategic business expansion into clean energy with a focus on BECCS

CMS Energy, Jackson, Michigan (Fortune 500 company)

Vice President, Business Development

Jul 2017 – Nov 2022

Executive Director, Generation Development

May 2011 - Jun 2017

Executive Director, Risk, Financial Advisory and Strategy

Jun 2009 - Apr 2011

Various Positions, Global Finance

Nov 1998 - May 2009

- ❖ Energy business/project development, due diligence and structuring
 - Led strategic business expansion into clean energy, including renewables, energy storage and carbon sequestration
 - Led and delivered investments of \$1.8 billion (1 GW+) in wind & solar, and \$1 billion (1 GW+) in gas (baseload, CHP and peaker) power plants

- Conducted due diligence on privatizations and acquisitions of over \$6 billion in electric generation, electric and gas distribution, wind/solar power, and oil and gas assets
- ❖ Mergers & Acquisitions in power, pipelines and oil and gas
 - Led and closed acquisitions of over 2 GW of wind, solar and fossil power acquisitions
 - Led and closed \$0.5 billion of South American utility acquisition and divestiture transactions
- ❖ Financing for projects and subsidiaries
 - Conceptualized, designed and led \$220 million natural gas structured debt refinancing
 - Led \$150 million Brazilian electric utility IPO
 - Co-led \$125 million corporate bond offering
 - Advised on \$300 million IPP (Independent Power Producer) power contract restructuring
- ❖ Financial, risk and strategic consulting services
 - Formulated renewables business development strategy and led implementation
 - Designed, implemented and led CMS' ERM (Enterprise Risk Management) program
 - Developed \$2 billion financial restructuring plan
 - Developed and implemented foreign exchange hedging strategies
- ❖ Director on the Board of international electric utilities with assets over \$400 million
 - Directed senior management at subsidiaries
 - Negotiated directly with senior government officials and diplomats
 - Led negotiations on tariffs and power plant service agreements

Air Products & Chemicals, Allentown, Pennsylvania

Financial Analyst (Career Development Program)

Feb 1997 - Oct 1998

- Analyzed investments in domestic and international air separation plants and power plants
- Devised creative debt-restructuring plan adding \$9 million to value of Thai power plant

EDUCATIONAL/PROFESSIONAL QUALIFICATIONS

Executive Education Programs

- Leadership Development Program, Center for Creative Leadership, Mar 2008
- High Potentials Leadership Program, Harvard Business School, Jun 2007

Chartered Financial Analyst (CFA), Sep 2002

CFA Institute, Charlottesville, Virginia

MBA (Finance), Pamplin College, Dec 1996

Virginia Polytechnic Institute & State University, Blacksburg, Virginia

B.S. (Electrical Engineering) (Honors), Jun 1994

Sardar Patel College of Engineering, Bombay University, India

BOARD MEMBERSHIPS

- Advisory Board Member, Clean Energy Buyers Alliance (2019-2022)
- Board member of 250,000 customer electric utility in Sao Paulo state, Brazil (2003-2007)
- Board member of 150,000 customer electric utility in Nueva Esparta state, Venezuela (2003-2007)
- Board member of supply chain services company serving utility industry in the U.S. (2006-2009)