



David Delgado de Robles

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ENERGY AND ENVIRONMENTAL ECONOMICS, INC.

New York, NY

Managing Consultant

Mr. Delgado de Robles is a member of E3's asset valuation and strategy team where he supports clients' understanding, preparation for, and capitalization on the intricacies of a decarbonized economy. His work focuses on two main areas: growth strategy development and market design studies. On growth strategy, Mr. Delgado de Robles helps project developers, asset owners, and financiers grow both organically—by developing organic growth strategies through market entry analysis—and inorganically—by performing transaction commercial due diligences. His work in this area has expanded across all technology types, including emerging technologies, and regions in North America and Europe. On market design, Mr. Delgado de Robles has helped several Independent System Operators (ISOs) in the U.S. improve their market structures to fulfill the objectives of maximizing the market costs while ensuring reliability. Most notably, he co-authored E3's study exploring different market design options for ERCOT.

Prior to E3, Mr. Delgado de Robles worked as a management consultant at Deloitte's M&A and growth strategy group. There, he helped various clients in the Energy, Private Equity, and Industrials sectors develop the optimal organic and inorganic growth strategies. His experience includes commercial due diligence, market sizing, financial modelling, competitive analysis, and target screening. Mr. Delgado joined Deloitte after graduating from Stanford University with a B.S. and M.S. in Chemical Engineering, with a focus on ClimateTech.

Highlights of his work and public projects include:

ERCOT – Market Reliability paper (2022-2023). Co-author of the E3 paper evaluating six potential market reforms to the ERCOT electricity market. E3 examined multiple reliability products that could be introduced into ERCOT's "energy-only" market design to help ensure the system can achieve a target reliability standard. E3's results were published in a comprehensive report that demonstrated several reforms could achieve a ten-fold improvement in the frequency of reliability events for approximately a 2% increase in system costs.

Confidential Clients, Asset & Utility Commercial Due Diligence for \$10B+ in Transaction Value (2021-2023). Has supported due diligence analysis for investors and developers interested in established and emerging technologies, including long-duration energy storage and green hydrogen, across the United States and Europe.

Confidential Client, U.S. Low-Carbon Fuels Market Landscape & Forecast (2022-2023). Supported a client in entering the low-fuels market in North America by performing a competitive analysis on the existing landscape and performing price forecasts for all relevant low-carbon fuel credit programs (e.g., CA LCFS, U.S. RIN, Canada LFCS).

DELOITTE CONSULTING LLP

New York, NY

Strategy Consultant

September 2019 – September 2021

- Performed commercial / strategic and operational due diligences for private equity and corporate clients
- Conducted target searching / screening and advised corporate clients on inorganic growth strategies
- Developed 5-year growth strategy and roadmap for a small-cap biotech company to enter new therapeutic markets

APPLIED PREDICTIVE TECHNOLOGIES

Business Consultant Intern

San Francisco, CA
June 2017 – August 2017

- Worked in a startup that helped clients improve their business analytics through statistical tests and learn
- Developed a competitive incursion model for a retail client that prevented revenue loss from new competition
- Helped an insurance client increase conversion rate by 7% by optimizing cross-channel marketing

TENARIS

Industrial Management Control Intern

Buenos Aires, ARGENTINA
July 2016 – September 2016

- Supported monitoring the blast furnace's operations to ensure process reliability and product quality
- Reduced process' raw material costs by 20% YoY by optimizing the chemical composition of the furnace's load

Education

Stanford University
M.S., Chemical Engineering

Stanford, CA
June 2019

Stanford University
B.S., Chemical Engineering

Stanford, CA
June 2018